

**EMPLOYEE RETENTION THROUGH EFFECTIVE HUMAN RESOURCE
MANAGEMENT: A CASE STUDY OF VISAKHA DAIRY****Dr. Sureddy Siva Venkata Ramana**

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ABSTRACT

Due to the high levels of mass, money, and utility in the dairy sector, human resource management is very crucial for any unit that relies on human labour. Optimal utilisation of human resources, leading to higher output from employees, is the ultimate goal of human resource management. It is now more critical than ever to assess the impact of HR practices on staff retention in the dairy industry, as companies implement these policies in an effort to motivate and hold on to their most valuable assets: their workers. Consequently, the HR practices' effect on dairy industry employee retention is the subject of this section of the research report. This was achieved by administering a questionnaire to workers at Visakha Cooperative Dairy units (societies) in the Visakhapatnam area and then analysing the results using SPSS. Here, HR practices were treated as independent variables and employee retention as the dependent variable in a regression test designed to determine the effect of HR practices on employee retention. Thus, HR practices included the following: the selection and recruiting process, performance evaluation, development and training, welfare measures, incentives and recognition, and so on. Based on the findings of this research, dairy units may gain a competitive edge by implementing HR practices. In order to get a competitive edge in their sector, dairy unit management may use HR techniques to cultivate a motivated and competent team. In addition, the retention attitude among workers in the dairy industry is influenced by performance assessment, training and development, welfare measures, awards

and recognition, and the overall work environment. consistent, high-quality human resources that can be relied on for an extended period of time and contribute to the growth of the organisation.

Keywords: Impact, HR Practices, retention, dairy industry.

Introduction

Human resource techniques allow HR managers to better align employee goals with departmental ambitions, which in turn helps HR departments achieve their goals. Management of people has become more standardised and expert in the last few decades. Human resource practices include many of the more traditional approaches to performance assessment and evaluation into a broader framework for managing people in a way that benefits both the company and its employees. Modern scientific tools for differentiating people or talent management, management by goals, and continuous monitoring and review have been developed by human resource practices in recent years of human resource management (Johnson and Gueutal, 2011). Maximising the performance of every employee enhances overall effectiveness and productivity when Human Resource procedures are properly implemented in any organisation (Fatma Cherif, 2020). The food industry in India is seeing rapid growth, particularly in the dairy sector for branded goods (Dr. Naveen Prasadula, 2024), and there is, of course, intense rivalry in this space. Because of this, there have been certain changes in the food industry, and the dairy industry in particular, driven by consumer demand. Human resource practices were mostly ignored in the plethora of dairy-related studies that concentrated on performance and procedures. Accordingly, the researcher has launched the current study to investigate how HR policies and procedures affect dairy companies' ability to hold on to their employees.

Review of Literature

HRM practices have a significant direct impact on employees' retention (Lwin, 2022). Therefore, many organizations install Human Resource practices Systems (PMS) formally and informally in their organizations, with the motivation to achieve better organizational results including employee retention (Qureshiet al., 2010). In practice, organizations have difficulty in implementing a Human Resource practices system because its different dimensions are not taken into considerations enough. Moreover, HRM practices include training and development, in which companies spend on the growth of their employees' knowledge, skills, abilities, and other essential capabilities in order to increase production (Gamage Aruna, 2014), the reward and recognition policies have a big influence on whether employees would like to stay (Zin, et al., 2017). Since, employee retention is critical for the firm's economic success since an organization may devote more time to creating and less time to training them (Vasquez Dario, 2014). HR practices can improve employees' retention through empowerment, compensation and benefits, with even more

enforcements of training (Alajlani and Yesufu, 2022). On the other hand the impact of HR practices system on business process improvement also important for employee development to achieve the business goal (Miah and Hossan, 2012). Human Resource practices system helps to assess the efficacy of HR interventions and leads employee satisfaction and retention (Sunil and Suman, 2012). Hence, from the above discussed literature reviews, it is understood that Human Resource practices is both a strategic and an integrated approach to delivering successful results in organizations by developing the performance of organization through employee retention, but there is no particular study has been done on impact of HR practices on employee retention in dairy industry with reference to Visakha Dairy. Therefore, the present study has been undertaken for the current scenario of dairy sector in Visakhapatnam district, Andhra Pradesh state.

Statement of the Problem

Human resource management is very much essential in any manpower based unit like a dairy establishment because of mass, money and utility. HR management is aimed at the efficient use of human resources and therefore increased human productivity. In its turn, greater human productivity could lead to increased profitability of the enterprise and more leisure time for the dairy and its employees. Manpower requirement and its proper utilization in dairy farm is the major financial crunch in receipt of the profit. So, better utilization of human resource is the main profit flow for a human intensive establishment like Dairy industry. Time constraint in production system may be handled properly by utilizing the human resource effectively. Moreover, organizations also develop Human Resource practices to motivate and retain their most important assets and their employees. Hence, in the current scenario, a research work like the present one evaluating the effectiveness of Human Resource practices on employee retention in dairy industry becomes the need of the day. Since, many researchers did not focused on impact of HR practices on employee retention in Dairy Industry. Therefore, this research paper is concentrating to address this issue with the following objectives.

Objectives of the study

1. To study the HR practices elevate the standards of the employees in dairy industry.
2. To evaluate the perceptions of employees on employee retention in Visakha Dairy.
3. To examine the impact of HR practices on employee retention in Visakha Dairy.

Scope of the Study

The goal of the current study is to examine how HR practices impact on employee retention in the dairy industry, especially in Visakha Dairy. Apart from analyzing the perceived HR practices with reference to understanding recruitment and selection procedure, performance appraisal, training and development, employee welfare measures and rewards and recognition,

the study analysed the attitudes of the employees towards retention in the present organisation. Though there exists many types of industries in the country, the study has been restricted to dairy which collect milk from the formers and distribute to the public in both commercial and service motto. For the selection of sample respondents for survey, Visakha Dairy in Visakhapatnam district is selected, this dairy is giving employment opportunity to more than 1500 employees directly and indirectly another 1000 employees including contract labour. Thus, there is a scope to study on impact of HR practices in the Visakha Dairy on its employee retention.

Research and Methodology

Hypotheses of the study

H01. There is an impact of HR practices in dairy industry on employee retention. H1 1. There is no impact of HR practices in dairy industry on employee retention.

The main aim of this research is to study the Human Resource practices in dairy industry on its employee retention. In this regard Visakhapatnam district has been considered as study area and Visakha Dairy has selected as study unit. At present Visakha Dairy has above 1,500 cooperative societies covering more than 3,000 villages all over the district. Hence, the study is confined Visakha Dairy in which the employee perceptions on HR practices and employee retention have been collected with the help of a research questionnaire. A purposive sampling method has adopted for data collection from the employees of selected dairy. All together 2500 employees are working in the selected dairy, where 350 respondents have been selected by random sampling method for data collection. Data analysis is a process of inspecting, cleansing, transforming, and modeling data with the goal of reaching objectives, informing conclusions, and supporting decision-making. Moreover, data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of uses in research domains. In today's research world, data analysis plays a role in decision making more significant and helping researcher operate more effectively. Thus, data analysis is the practice of working with data to glean useful information, which can then be used to make informed decisions. In the present study the primary data was collected with the help of a research questionnaire from the subjects and processed with SPSS software for output results. The perceptions of the respondents were scored with the help of Likert's scales for more validity of study. As per the requirements of the study and reach the objectives of the study, the data was analysed by frequencies, percentages, rank analysis, mean and standard deviation values, and for testing the hypothesis Regression Analysis is applied on the data and results are discussed with beta co-efficient values. Hence, the data analysis is presented in the following: Since, the study is based on the perceptions, attitudes and opinions of the employees of dairy industry towards HR practices and employee retention, this part deals with the personal details of the respondents in the study area. Thus the personal deals with age, gender, job experience, employee category and annual income levels of the respondents. Hence, the details of each category presented in the following table and analysed.

Table-1: Demographic aspects of Visakha Dairy Employees

Particulars	Categories	Frequency	percentage
Age	20-25 years	75	21.4
	26-35 years	143	40.9
	36-45 years	88	25.1
	Above 45 years	44	12.6
Gender	Male	215	61.4
	Female	135	38.6
Experience	0-5 years	112	32.0
	6-10 years	158	45.1
	10-15 years	54	15.4
	Above 15 years	26	7.4
Category	Skilled worker	65	18.6
	Semi-skilled worker	156	44.6
	Supervisor/ Clerical	79	22.6
	Managerial	50	14.3
Income	Below 2.0 lakhs	105	30.0
	2.1 to 3.0 lakhs	132	37.7
	3.1 to 4.0 lakhs	45	12.9
	4.1 to 5.0 lakhs	39	11.1
	Above 5.0 lakhs	29	8.3
Total		350	100.0

Source: Survey data.

The Table-1 indicates the demographic distribution of respondents in selected dairy. It is noticed that out of total respondents 40.9 percent are in 26.-35 years age group, followed by 25.1 percent are in 36-45 years age group, 21.4 percent are in 20-25 years age group and 12.6 percent are in above 45 years age group. It is found that in gender group as many as 61.4 percent are males and remaining 38.6 percent are females. With reference to experience-wise distribution, 45.1 percent are having 6-10 years of experience, 32.0 percent are having less than 5 years of experience, 15.4 percent are having 10-15 years of experience and only 7.4 percent are having above 15 years of experience. In case of category-wise distribution a dominated group of 44.6 percent are semi-skilled workers, followed by 22.6 percent are supervisor/clerical, 18.6 percent respondents are skilled workers and 14.3 percent are managerial. Regarding to income-wise distribution of 37.7 percent are having 2.1 to 3.0 lakhs income, 30.0 percent are having below 2.0 lakhs income, 12.9 percent are having 3.1 to 4.0 lakhs income, 11.1 percent are having 4.1

to 5.0 lakhs income and only 8.3 percent are having above 5.0 lakhs income.

Table-2: Perceptions of the respondents about recruitment and selection process in dairy industry

Sl. No	Statements	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total
1	Recruitment policy is fair and transparent	18 (5.1)	44 (12.6)	59 (16.9)	89 (25.4)	140 (40.0)	350 (100.0)
2	Opportunities for employees words for getting employment	20 (5.7)	38 (10.9)	54 (15.4)	102 (29.1)	136 (38.9)	350 (100.0)
3	The method of selection procedure is relevance to the requirement	19 (5.4)	40 (11.4)	60 (17.1)	90 (25.7)	141 (40.3)	350 (100.0)
4	The content and duration of inducting the new employees is systematic	17 (4.9)	63 (18.0)	70 (20.0)	87 (24.9)	113 (32.3)	350 (100.0)
5	Placement and posting is adequate	21 (6.0)	52 (14.9)	62 (17.7)	93 (26.6)	122 (34.9)	350 (100.0)
6	Opportunities for dedicated job performance	15 (4.3)	47 (13.4)	64 (18.3)	104 (29.7)	120 (34.3)	350 (100.0)
7	Probation period is reasonable	12 (3.4)	37 (10.6)	48 (13.7)	97 (27.7)	156 (44.6)	350 (100.0)
8	Conformation of job based on performance	10 (2.9)	55 (15.7)	68 (19.4)	89 (25.4)	128 (36.6)	350 (100.0)
9	Recommendations and references are not applicable for job position	9 (2.6)	39 (11.1)	58 (16.6)	98 (28.0)	146 (41.7)	350 (100.0)
10	HR maintains an adequate pool of quality recruitment	8 (2.3)	50 (14.3)	62 (17.7)	91 (26.0)	139 (39.7)	350 (100.0)

Source: Survey data.

The perceptions of the respondents about recruitment and selection process in dairy industry are represented in the Table-2. It is noticed that 40.0 percent are strongly agreed, 25.4 percent are agreed, 16.9 percent are undecided, 12.6 percent are disagreed and 5.1 percent are strongly disagreed that the “recruitment policy is fair and transparent”. It is observed that 38.9 percent are strongly agreed, 29.1 percent are agreed, 15.4 percent are undecided, 10.9 percent are disagreed and 5.7 percent are strongly disagreed that the “opportunities for employees words for getting employment”. The data shows that 40.3 percent are strongly agreed, 25.7 percent are agreed, 17.1 percent are undecided, 11.4 percent are disagreed and 5.4 percent are

strongly disagreed towards “the method of selection procedure is relevance to the requirement”. It is found that 32.3 percent are strongly agreed, 24.9 percent are agreed, 20.0 percent are undecided, 18.0 percent are disagreed and 4.9 percent are strongly disagreed towards “the content and duration of inducting the new employees is systematic”. The data reveals that 34.9 percent are strongly agreed, 26.6 percent are agreed, 17.7 percent are undecided, 14.9 percent are disagreed and 6.0 percent are strongly disagreed towards the “placement and posting is adequate”.

According to the data it is observed that 34.3 percent are strongly agreed, 29.7 percent are agreed, 18.3 percent are undecided, 13.4 percent are disagreed and 4.3 percent are strongly disagreed towards the “opportunities for dedicated job performance”. It is found that 44.6 percent are strongly agreed, 27.7 percent are agreed, 13.7 percent are undecided, 10.6 percent are disagreed and 3.4 percent are strongly disagreed towards the “probation period is reasonable”. From the data 36.6 percent are strongly agreed, 25.4 percent are agreed, 19.4 percent are undecided, 15.7 percent are disagreed and 2.9 percent are strongly disagreed towards the “conformation of job based on performance”. Whereas 41.7 percent are strongly agreed, 28.0 percent are agreed, 16.6 percent are undecided, 11.1 percent are disagreed and 2.6 percent are strongly disagreed towards the “recommendations and references are not applicable for job position” and finally 39.7 percent are strongly agreed, 26.0 percent are agreed, 17.7 percent are undecided, 14.3 percent are disagreed and 2.3 percent are strongly disagreed towards the “HR maintains an adequate pool of quality recruitment”.

Table-3: Agreeableness of the respondents towards performance appraisal in dairy industry

Sl. No	Statements	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total
1	Appraisal system is unbiased and transparent	22 (6.3)	38 (10.9)	49 (14.0)	100 (28.6)	141 (40.3)	350 (100.0)
2	Appraisal system in our organization is growth and development oriented	20 (5.7)	46 (13.1)	53 (15.1)	98 (28.0)	133 (38.0)	350 (100.0)
3	Performance appraisal is an important factor for proper placement in the job position	18 (5.1)	43 (12.3)	60 (17.1)	101 (28.9)	128 (36.6)	350 (100.0)
4	Periodic evaluation of performance of employees is essential	16 (4.6)	34 (9.7)	50 (14.3)	110 (31.4)	140 (40.0)	350 (100.0)
5	The appraisal system has scope for correcting the biases through a review process	19 (5.4)	35 (10.0)	65 (18.6)	93 (26.6)	138 (39.4)	350 (100.0)

6	Employees are provided performance-based feedback and counseling	15 (4.3)	30 (8.6)	49 (14.0)	97 (27.7)	159 (45.4)	350 (100.0)
7	Performance review discussions are conducted with the highest quality and care	14 (4.0)	39 (11.1)	51 (14.6)	91 (26.0)	155 (44.3)	350 (100.0)
8	Appraisal system has a strong influence on the individual and team behavior	11 (3.1)	54 (15.4)	69 (19.7)	85 (24.3)	131 (37.4)	350 (100.0)
9	The appraisal system provides an opportunity for self-review and reflection	12 (3.4)	40 (11.4)	58 (16.6)	102 (29.1)	138 (39.4)	350 (100.0)
10	Proper reasons are expressed to employees for placement corrections	10 (2.9)	32 (9.1)	52 (14.9)	104 (29.7)	152 (43.4)	350 (100.0)

Source: Survey data.

The Table-3 shows that agreeableness of the respondents towards performance appraisal in dairy industry. It is found that a dominated group of 40.3 percent respondents are strongly agreed, 28.6 percent are agreed, 14.0 percent are undecided, 10.9 percent are disagreed and 6.3 percent are strongly disagreed towards the “appraisal system is unbiased and transparent”. It is noticed that 38.0 percent are strongly agreed, 28.0 percent are agreed, 15.1 percent are undecided, 13.1 percent are disagreed and 5.7 percent are strongly disagreed towards the “appraisal system in our organization is growth and development oriented”. The data reveals that 36.6 percent are strongly agreed, 28.9 percent are agreed, 17.1 percent are undecided, 12.3 percent are disagreed and 5.1 percent are strongly disagreed towards the “performance appraisal is an important factor for proper placement in the job position”. It is found that 40.0 percent are strongly agreed, 31.4 percent are agreed, 14.3 percent are undecided, 9.7 percent are disagreed and 4.6 percent are strongly disagreed towards the “periodic evaluation of performance of employees is essential”. The data shows that 39.4 percent are strongly agreed, 26.6 percent are agreed, 18.6 percent are undecided, 10.0 percent are disagreed and 5.4 percent are strongly disagreed towards “the appraisal system has scope for correcting the biases through a review process”.

According to the data it is observed that 45.4 percent are strongly agreed, 27.7 percent are agreed, 14.0 percent are undecided, 8.6 percent are disagreed and 4.3 percent are strongly disagreed towards the “employees are provided performance-based feedback and counseling”. It is found that 44.3 percent are strongly agreed, 26.0 percent are agreed, 14.6 percent are undecided, 11.1 percent are disagreed and 4.0 percent are strongly disagreed towards the “performance review discussions are conducted with the highest quality and care”. From the

data 37.4 percent are strongly agreed, 24.3 percent are agreed, 19.7 percent are undecided, 15.4 percent are disagreed and 3.1 percent are strongly disagreed towards the “appraisal system has a strong influence on the individual and team behavior”, whereas 39.4 percent are strongly agreed, 29.1 percent are agreed, 16.6 percent are undecided, 11.4 percent are disagreed and 3.4 percent are strongly disagreed towards the “appraisal system provides an opportunity for self- review and reflection” and finally 43.4 percent are strongly agreed, 29.7 percent are agreed, 14.9 percent are undecided, 9.1 percent are disagreed and 2.9 percent are strongly disagreed towards the proper reasons are expressed to employees for placement corrections.

Table-4: Agreeableness of the respondents towards training and development programs in dairy industry

Sl. No	Statements	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total
1	Official training programs to impart fresh employee the expertise they require	23 (6.6)	38 (10.9)	63 (18.0)	99 (28.3)	127 (36.3)	350 (100.0)
2	Adequate and relevant knowledge and skills are acquired through training program	20 (5.7)	54 (15.4)	75 (21.4)	85 (24.3)	116 (33.1)	350 (100.0)
3	The knowledge and skills associated aids used in the training programs are available for use	19 (5.4)	48 (13.7)	55 (15.7)	95 (27.1)	133 (38.0)	350 (100.0)
4	Training programs are conducted for employees in all facets of quality	16 (4.6)	36 (10.3)	56 (16.0)	104 (29.7)	138 (39.4)	350 (100.0)
5	The activities of the training programs meet the needs of employees	17 (4.9)	40 (11.4)	61 (17.4)	90 (25.7)	142 (40.6)	350 (100.0)
6	Employees' efficiency is improved through training	15 (4.3)	52 (14.9)	72 (20.6)	92 (26.3)	119 (34.0)	350 (100.0)
7	Employees are sponsored to training programmes on the basis of relevant training needs	13 (3.7)	53 (15.1)	69 (19.7)	85 (24.3)	130 (37.1)	350 (100.0)
8	Training needs are identified through established performance appraisal mechanism	11 (3.1)	37 (10.6)	42 (12.0)	112 (32.0)	148 (42.3)	350 (100.0)

9	Training needs identified are valuable, realistic and established on the business strategy of the organizations	12 (3.4)	53 (15.1)	75 (21.4)	100 (28.6)	110 (31.4)	350 (100.0)
10	Training functions emphasizes the development of employee competencies	10 (2.9)	43 (12.3)	57 (16.3)	107 (30.6)	133 (38.0)	350 (100.0)

Source: Survey data.

The agreeableness of the respondents towards training and development programs in dairy industry is presented in the Table-4. The data reveals that a dominated group of 36.3 percent respondents are strongly agreed, 28.3 percent are agreed, 18.0 percent are undecided, 10.9 percent are disagreed and 6.6 percent are strongly disagreed towards the “official training programs to impart fresh employee the expertise they require”. It is found that 33.1 percent are strongly agreed, 24.3 percent are agreed, 21.4 percent are undecided, 15.4 percent are disagreed and 5.7 percent are strongly disagreed towards the “adequate and relevant knowledge and skills are acquired through training program”. It is noticed that 38.0 percent are strongly agreed, 27.1 percent are agreed, 15.7 percent are undecided, 13.7 percent are disagreed and 5.4 percent are strongly disagreed towards “The knowledge and skills associated aids used in the training programs are available for use”. It is observed that 39.4 percent are strongly agreed, 29.7 percent are agreed, 16.0 percent are undecided, 10.3 percent are disagreed and 4.6 percent are strongly disagreed towards the “training programs are conducted for employees in all facets of quality”. The data shows that 40.6 percent are strongly agreed, 25.7 percent are agreed, 17.4 percent are undecided, 11.4 percent are disagreed and 4.9 percent are strongly disagreed towards “the activities of the training programs meet the needs of employees”. According to the data it is observed that 34.0 percent are strongly agreed, 26.3 percent are agreed, 20.6 percent are undecided, 14.9 percent are disagreed and 4.3 percent are strongly disagreed towards the “Employees' efficiency is improved through training”. From the data 37.1 percent are strongly agreed, 24.3 percent are agreed, 19.7 percent are undecided, 15.1 percent are disagreed and 3.7 percent are strongly disagreed towards the “Employees are sponsored to training programmes on the basis of relevant training needs”. It is found that 42.3 percent are strongly agreed, 32.0 percent are agreed, 12.0 percent are undecided, 10.6 percent are disagreed and 3.1 percent are strongly disagreed towards the “training needs are identified through established performance appraisal mechanism”, whereas 31.4 percent are strongly agreed, 28.6 percent are agreed, 21.4 percent are undecided, 15.1 percent are disagreed and 3.4 percent are strongly disagreed towards the “training needs identified are valuable, realistic and established on the business strategy of the organizations” and finally 38.0 percent are strongly agreed, 30.6 percent are agreed, 16.3 percent are undecided, 12.3 percent are disagreed and 2.9 percent are strongly disagreed towards the “training functions emphasizes the development of employee competencies”.

Table-5: Attitudes of the respondents towards welfare measures in dairy industry

Sl. No	Statements	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total
1	Drinking water facility in the organization	25 (7.1)	51 (14.6)	64 (18.3)	87 (24.9)	123 (35.1)	350 (100.0)
2	Rest rooms for the employees in the organization	20 (5.7)	53 (15.1)	60 (17.1)	82 (23.4)	135 (38.6)	350 (100.0)
3	Medical benefits provided by the organization for the employees & their family members	23 (6.6)	48 (13.7)	56 (16.0)	103 (29.4)	120 (34.3)	350 (100.0)
4	Safety and security measures in the organization	21 (6.0)	45 (12.9)	62 (17.7)	90 (25.7)	132 (37.7)	350 (100.0)
5	Leave policy of the organization	19 (5.4)	50 (14.3)	68 (19.4)	96 (27.4)	117 (33.4)	350 (100.0)
6	Working hours of the organization	17 (4.9)	53 (15.1)	66 (18.9)	94 (26.9)	120 (34.3)	350 (100.0)
7	PF and ESI facility to the employees in the organization	15 (4.3)	48 (13.7)	70 (20.0)	88 (25.1)	129 (36.9)	350 (100.0)
8	Communication between management and staff in the organization	18 (5.1)	52 (14.9)	68 (19.4)	97 (27.7)	115 (32.9)	350 (100.0)
9	Payment of salaries in the organization	14 (4.0)	58 (16.6)	61 (17.4)	92 (26.3)	125 (35.7)	350 (100.0)
10	Fringe benefits in the organization are adequate	12 (3.4)	48 (13.7)	67 (19.1)	101 (28.9)	122 (34.9)	350 (100.0)

Source: Survey data.

The Table-5 represents the attitudes of the respondents towards welfare measures in dairy industry. According to the data out of total respondents of 35.1 percent are strongly agreed, 24.9 percent are agreed, 18.3 percent are undecided, 14.6 percent are disagreed and 7.1 percent are strongly disagreed towards the “drinking water facility in the organization”. It is noticed that 38.6 percent are strongly agreed, 23.4 percent are agreed, 17.1 percent are undecided, 15.1 percent are disagreed and 5.7 percent are strongly disagreed towards the “rest rooms for the employees in the organization”. The data shows that 34.3 percent are strongly agreed, 29.4 percent are agreed, 16.0 percent are undecided, 13.7 percent are disagreed 6.6 percent are strongly disagreed towards the “medical benefits provided by the organization for the employees & their family members”.

Whereas 37.7 percent are strongly agreed, 25.7 percent are agreed, 17.7 percent are undecided, 12.9 percent are disagreed and 6.0 percent are strongly disagreed towards the “safety and security measures in the organization”. From the data 33.4 percent are strongly agreed, 27.4 percent are agreed, 19.4 percent are undecided, 14.3 percent are disagreed and 5.4 percent are strongly disagreed towards the “leave policy of the organization”. The data reveals that 34.3 percent are strongly agreed, 26.9 percent are agreed, 18.9 percent are undecided, 15.1 percent are disagreed and 4.9 percent are strongly disagreed towards the “working hours of the organization”. It is observed that 36.9 percent are strongly agreed, 25.1 percent are agreed, 20.0 percent are undecided, 13.7 percent are disagreed and 4.3 percent are strongly disagreed towards the “PF and ESI facility to the employees in the organization”. It is found that 32.9 percent are strongly agreed, 27.7 percent are agreed, 19.4 percent are undecided, 14.9 percent are disagreed and 5.1 percent are strongly disagreed towards the “communication between management and staff in the organization”. It noticed that 35.7 percent are strongly agreed, 26.3 percent are agreed, 17.4 percent are undecided, 16.6 percent are disagreed and 4.0 percent are strongly disagreed towards the “payment of salaries in the organization”, and finally 34.9 percent are strongly agreed, 28.9 percent are agreed, 19.1 percent are undecided, 13.7 percent are disagreed and 3.4 percent are strongly disagreed towards the “fringe benefits in the organization are adequate”.

Table-6: Attitudes of the respondents towards rewards and recognition in dairy industry

Sl. No	Statements	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total
1	I would work harder if I knew that my effort lead to higher pay	21 (6.0)	54 (15.4)	60 (17.1)	91 (26.0)	124 (35.4)	350 (100.0)
2	I'm appraised well in time when I work effectively	23 (6.6)	58 (16.6)	67 (19.1)	90 (25.7)	112 (32.0)	350 (100.0)
3	I receive regular feedback on my performance	20 (5.7)	52 (14.9)	68 (19.4)	82 (23.4)	128 (36.6)	350 (100.0)
4	The benefits package I receive is fair	24 (6.9)	62 (17.7)	72 (20.6)	86 (24.6)	106 (30.3)	350 (100.0)
5	Rewards and recognition is a strong motivational factor for me to extend my best efforts to the organization	19 (5.4)	49 (14.0)	60 (17.1)	98 (28.0)	124 (35.4)	350 (100.0)
6	My organization makes sure that its employees are recognised for their work well in time	13 (3.7)	54 (15.4)	66 (18.9)	98 (28.0)	119 (34.0)	350 (100.0)

7	I clearly understand my compensation and benefits at organization	15 (4.3)	42 (12.0)	62 (17.7)	107 (30.6)	124 (35.4)	350 (100.0)
8	If I contribute to the organization above the expectation, my company may give me special challenging assignments	18 (5.1)	55 (15.7)	65 (18.6)	96 (27.4)	116 (33.1)	350 (100.0)
9	My organization is able to approximately identify among the employees to fairly reward	16 (4.6)	49 (14.0)	55 (15.7)	105 (30.0)	125 (35.7)	350 (100.0)
10	All the employees offered conveyance allowance by the organization	11 (3.1)	50 (14.3)	68 (19.4)	101 (28.9)	120 (34.3)	350 (100.0)

Source: Survey data.

The attitudes of the respondents towards rewards and recognition in dairy industry are represents in the Table-6. According to the data out of total respondents of 35.4 percent are strongly agreed, 26.0 percent are agreed, 17.1 percent are undecided, 15.4 percent are disagreed and 6.0 percent are strongly disagreed towards the “I would work harder if I knew that my effort lead to higher pay”. It is observed that 32.0 percent are strongly agreed, 25.7 percent are agreed, 19.1 percent are undecided, 16.6 percent are disagreed and 6.6 percent are strongly disagreed towards the “I’m appraised well in time when I work effectively”. It is found that 36.6 percent are strongly agreed, 23.4 percent are agreed, 19.4 percent are undecided, 14.9 percent are disagreed 5.7 percent are strongly disagreed towards the “I receive regular feedback on my performance”. it is noticed that 30.3 percent are strongly agreed, 24.6 percent are agreed, 20.6 percent are undecided, 17.7 percent are disagreed and 6.9 percent are strongly disagreed towards “the benefits package I receive is fair”, the data shows that 35.4 percent are strongly agreed, 28.0 percent are agreed, 17.1 percent are undecided, 14.0 percent are disagreed and 5.4 percent are strongly disagreed towards the “rewards and recognition is a strong motivational factor for me to extend my best efforts to the organization”.

The data reveals that 34.0 percent are strongly agreed, 28.0 percent are agreed, 18.9 percent are undecided, 15.4 percent are disagreed and 3.7 percent are strongly disagreed towards the “my organization makes sure that its employees are recognised for their work well in time”. It is found that 35.4 percent are strongly agreed, 30.6 percent are agreed, 17.7 percent are undecided, 12.0 percent are disagreed and 4.3 percent are strongly disagreed towards the “I clearly understand my compensation and benefits at organization”. From the data 33.1 percent are strongly agreed, 27.4 percent are agreed, 18.6 percent are undecided, 15.7 percent are disagreed and 5.1 percent are strongly disagreed towards the “If I contribute to the organization above the expectation, my company may give me special challenging assignments”. Whereas 35.7 percent are strongly agreed, 30.0 percent are agreed, 15.7 percent are undecided, 14.0 percent are disagreed and 4.6 percent are strongly disagreed towards the “my

organization is able to approximately identify among the employees to fairly reward”, and finally 34.3 percent are strongly agreed, 28.9 percent are agreed, 19.4 percent are undecided, 14.3 percent are disagreed and 3.1 percent are strongly disagreed towards the “all the employees offered conveyance allowance by the organization”.

Table-7: Perceptions of the respondents about their retention aspects in dairy industry

Sl. No	Statements	Very Less	Less	Neutral	High	Very High	Total
1	How happy are you with current job?	17 (4.9)	55 (15.7)	78 (22.3)	93 (26.6)	107 (30.6)	350 (100.0)
2	How comfortable are you working for this company?	45 (12.9)	56 (16.0)	75 (21.4)	84 (24.0)	90 (25.7)	350 (100.0)
3	How likely are you to stay with this organization for another year?	35 (10.0)	41 (11.7)	61 (17.4)	88 (25.1)	125 (35.7)	350 (100.0)
4	How satisfied are you with your promotion at this company?	40 (11.4)	49 (14.0)	68 (19.4)	92 (26.3)	101 (28.9)	350 (100.0)
5	How likely are you to recommend this company to your friends?	39 (11.1)	43 (12.3)	56 (16.0)	83 (23.7)	129 (36.9)	350 (100.0)
6	How happy do you feel while coming to work?	36 (10.3)	65 (18.6)	74 (21.1)	84 (24.0)	91 (26.0)	350 (100.0)
7	How satisfied are you with the way information is shared among all?	43 (12.3)	50 (14.3)	60 (17.1)	96 (27.4)	101 (28.9)	350 (100.0)
8	Do you feel that you are reaching your full potential in your work?	23 (6.6)	36 (10.3)	75 (21.4)	93 (26.6)	123 (35.1)	350 (100.0)
9	How enthusiastically would you reapply for a job here?	19 (5.4)	49 (14.0)	65 (18.6)	105 (30.0)	112 (32.0)	350 (100.0)
10	How satisfied are you with your salary?	29 (8.3)	45 (12.9)	73 (20.9)	82 (23.4)	121 (34.6)	350 (100.0)

Source: Survey data.

Perceptions of the respondents about their retention aspects in dairy industry is presented in the above table-7. According to the data out of total respondents of 30.6 percent opined very high followed by 26.6 percent opined high, 22.3 percent opined neutral, 15.7 percent opined less and 4.9 percent opined very less towards the statement “How happy are you with current job”.

It is observed that 25.7 percent said very high, 24.0 percent said high, 21.4 percent said neutral, 16.0 percent said less and 12.9 percent said very less towards “How comfortable are you working for this company”. It is found that 35.7 percent felt very high, 25.1 percent felt high, 17.4 percent felt neutral, 11.7 percent felt less and 10.0 percent felt very less towards “How likely are you to stay with this organization for another year”. It is noticed that 28.9 percent opined very high, 26.3 percent opined high, 19.4 percent opined neutral, 14.0 percent opined less and 11.4 percent opined very less towards “how satisfied are you with your promotion at this company”, the data shows that 36.9 percent felt very high, 23.7 percent felt high, 16.0 percent felt neutral, 12.3 percent felt less and 11.1 percent felt very less towards “how likely are you to recommend this company to your friends”. The data reveals that 26.0 percent opined very high followed by 24.0 percent opined high, 21.1 percent opined neutral, 18.6 percent opined less and 10.3 percent opined very less towards the statement “How happy do you feel while coming to work”. It is observed that 28.9 percent said very high, 27.4 percent said high, 17.1 percent said neutral, 14.3 percent said less and 12.3 percent said very less towards “How satisfied are you with the way information is shared among all”. It is found that 35.1 percent felt very high, 26.6 percent felt high, 21.4 percent felt neutral, 10.3 percent felt less and 6.6 percent felt very less towards “Do you feel that you are reaching your full potential in your work”. It is noticed that as many as 32.0 percent opined very high, 30.0 percent opined high, 18.6 percent opined neutral, 14.0 percent opined less and 5.4 percent opined very less towards “how enthusiastically would you reply for a job there”. From the data of 34.6 percent felt very high, 23.4 percent felt high, 20.9 percent felt neutral, 12.9 percent felt less and 8.3 percent felt very less towards “how satisfied are you with your salary”.

Table-8: Impact of HR Practices on Retention of Employees in Dairy Industry

Regression Summary for Dependent Variable: Employee Retention R=0.9960 R²= 0.9919 Adjusted R²= 0.9918 F(5,344)=8465.2 p<0.000 Std. Error of estimate: 0.3850						
Independent variables	Beta	St. Err.B of Beta	St. Err.t(344) of B	p-level		
Intercept			-0.582	0.470	-1.239	0.216
Recruitment and Selection Process	0.083	0.044	0.090	0.048	1.884	0.060
Performance Appraisal	0.013	0.005	0.014	0.006	2.430*	0.016
Training and Development Programs	0.204	0.052	0.198	0.051	3.906**	0.000
Welfare Measures	0.447	0.048	0.383	0.041	9.345**	0.000
Rewards and Recognition	0.262	0.049	0.281	0.053	5.289**	0.000

* Significant at 5% level; ** Significant at 1% level

Recruitment and selection process is a qualitative variable estimates the satisfaction levels of the dairy employees measured with their perceptions. It is expected to have a positive significant relation with retention of the employees at dairy. Since, the t-value is 1.884 and the p-value is 0.060 indicate not significant. This infers that recruitment and selection process does not influence the retention of the employees in dairy industry. Performance Appraisal is a qualitative variable estimates the satisfaction levels of the dairy employees measured with their perceptions. It is expected to have a positive significant relation with retention of the employees at dairy. Thus, the regression analysis shows that the value is 2.430 and the p-value is 0.016 indicate significant at 5% level. This infers that there is a significant relation between performance appraisal and retention of the employees in dairy industry. Training and development programs is a qualitative variable estimates the satisfaction levels of the dairy employees measured with their perceptions. It is expected to have a positive significant relation with retention of the employees at dairy. Since, the t-value is 3.906 and the p-value is 0.000 indicate significant at 1% level. This infers that there is a significant relation between training and development programs and retention of the employees in dairy industry. Welfare measures is a qualitative variable estimates the satisfaction levels of the dairy employees measured with their perceptions. It is expected to have a positive significant relation with retention of the employees at dairy. Thus, the regression analysis shows that the t-value is 9.345 and the p-value is 0.000 indicate significant at 1% level. This infers that there is a significant relation between welfare measures and retention of the employees in dairy industry. Rewards and recognition is a qualitative variable estimates the satisfaction levels of the dairy employees measured with their perceptions. It is expected to have a positive significant relation with retention of the employees at dairy. Since, the t-value is 5.289 and the p-value is 0.000 indicate significant at 1% level. This infers that there is a significant relation between rewards and recognition, and retention of the employees in dairy industry. This linear multiple regression model has been applied to estimate the impact of HR practices on retention of the dairy employees. This model is also the best fit because F value is 8465.2 which is satisfactory significant at 1% Level. This model also explains $R^2 = 0.99\%$ of variation. In this model, out of 5 explanatory variables four are found to be significant, where the performance and selection process found 5% significant and performance appraisal, training and development, welfare measures and rewards and recognition indicate 1% significant and recruitment and selection process are not significant.

Conclusion

According to the findings of this research, the dairy sector has the potential to achieve a competitive advantage via the implementation of HR practices. It is possible for the management of dairies to make efficient use of human resource techniques in order to cultivate a staff that is both competent and motivated, which has the potential to be a source of competitive advantage for their farm operations. It is possible to accomplish this goal if managers make it a priority to comprehend the role that their workers play in the creation of value for their organisations and the impact that their HR procedures have on the bottom line. Equally as crucial is making an attempt to understand how their resource endowment, family values, and organisational culture impact

their human resource practices. Last but not least, the management of the dairy business might reap great benefits by coming to the realisation that the growth of farms does not just result from the implementation of a single HR approach. As opposed to concentrating on the adoption of individual HR practices, managers would be better served by integrating a variety of HR practices into an interconnected HR system. This would allow them to take use of their own organisational culture and resource endowment. Therefore, although it is possible that other sectors may implement comparable human resource techniques, it is the emerging human resource system that is reliant on the organisational culture and resource endowment of a farm that makes it impossible for rivals to have the same competitive edge.

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