Implementation of HR analytics in select super markets of Mumbai

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ABSTRACT

Decision making by managers from every day task to major areas like PMS and talent management in organization by studying data in the form of HR metrics is called HR Analytics. Most of the companies collect and maintain data on regular basis and many companies having software which generate report on this data automatically, HR managers take decision after analyzing data report carefully. Decisions taken with the help of HR analytics are more authentic and profitable for organization. At the same time analytics helps in reducing time and manpower. It also translates into efficient manpower planning.

This research paper studies implementation of HR analytics on select super market chains in Mumbai by collecting primary data from D-Mart, Big Bazaar and Hyper city. Data is collected in the form of questionnaire and studied by using appropriate statistical tools. This research also tries to find future scope of utility of HR analytics in these supermarkets.

Key words: HR analytics, HR metrics, Supermarkets

INTRODUCTION

Supermarkets are currently the booming sector of Indian economy. This trend is expected to continue for at least the next two-three decades, online supermarkets like grofers, amazon pantry and nature basket are equally attractive for customers from all economic classes. Supermarkets are also expected to create huge employment opportunity at all level. To manage this much of employees productively, so they can motivate to deliver as per customer demand, tastes and preferences effectively is the challenge

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for the HR. Performance management and analysis of large workforce in supermarkets is not easy, from predicting to make any decision from recruitment to reward they need a proper standardized system which they can practice in all their operating branches irrespective of city and state of store.

Data analytics is becoming a successful decision making tool in the business world. The finance, customer's service and sales using data analytics since long time and companies are now seeking how to use data analytics in human resource department as well.

Human Resource Analytics

"HR analytics uses statistical models and other techniques to analyze employee-related data, allowing HR managers to improve the effectiveness of employee-related decision-making the human resource strategy."

History of HR Metrics and HR Analytics

Although the importance of using employee data gain a lot of attention recently, if we see history than it start emerging since early 20th century. For example, German-American researcher Hugo Munsterberg published an article in 1913 in a book entitled psychology and industrial efficiency in which he argued that in order to increase productivity and job satisfaction of employees it's better to hire people as per the job-personality fit model. In 1980s Jac Fitz-enz used HR metrics in organizations and published "How to measure Human Resource Management" in 1984 along with the formulae to calculate it by using HR metrics. In recent times HR balance score card developed in 1996 by Robert Kaplan and David Norton in their book show how to measure customer satisfaction, process effectiveness and employee development.

HR Analytics Practices Practicing by Super Markets

1. Smarter recruitment and people management

HR managers of these supermarkets check background of employees by visiting their social networking sites and information including picture, post and other activities they added here. They found that employees who are less active socially are better in customer satisfaction while those who are active can be better in sales.

2. Forecasting employee turnover

HR managers of big bazar and D-mart use predictive analytics to assume attrition rate of employees which help them to work on how to retain employees and how to manage human resource planning in the company in less expansive and fastest way. Predictive analysis helps them to understand that most of the people resign after performance appraisal announce in the company.

3. Predicting sick leaves or day off

Predictive analysis shows that most of the absent does not happen during festivals or weekends but due to employee falling sick due to weather. For female employees with kids, exam and summer vacation can be a little reason.

4. Workforce planning

D-mart has maximum foot falling during weekends and during peak hours in evening and late evening. This helps them to place more people on billing counters on those timings. Big bazar has maximum sales of certain items during festivals and holidays, so they need to keep more sales executive at those counters during this period.

Weekly off, job placement and shift time of employees are decided by analyzing this data.

RESEARCH METHODOLOGY

The research was descriptive in nature and uses convenience sampling. The sample size is 60, 20 get filled by D-mart managers, 20 by big bazar and other supermarket store managers. The source of data collection was primary and secondary. Primary data was collected from HR managers working with supermarkets in Mumbai which includes the following-

SN	Name of supermarket
1	Big Bazaar
2	D- Mart
3	Others supermarket with employee strength 1000+ and 5 stores across Mumbai

Secondary data was collected from the past data, reports and articles published. The data analysis was done with using the statistical tools.
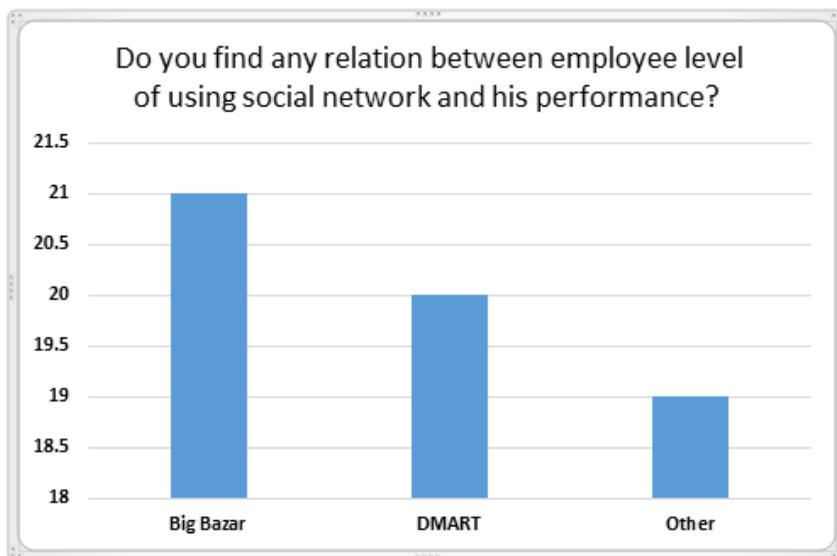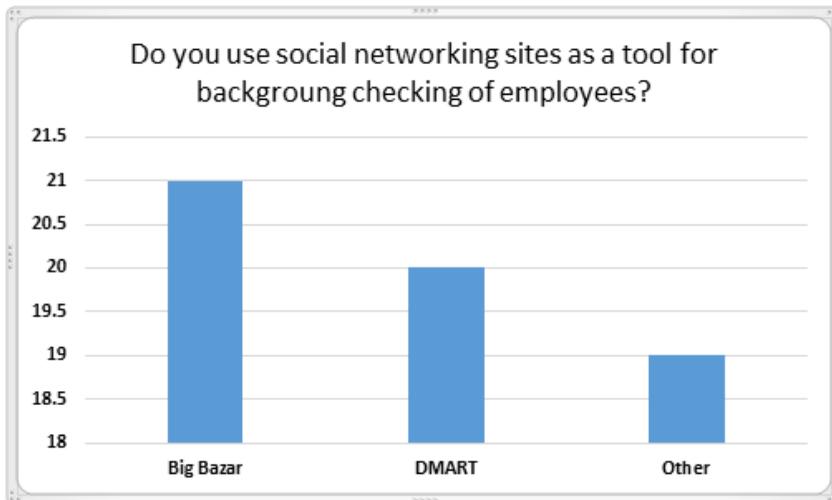
RESEARCH OBJECTIVES

- To study the HR analytics practices in Indian supermarkets
- To study the effects of using HR analytics on employee management.
- To study the future of HR analytics in Indian supermarkets

S. No.	Supermarket Name	No. of Employees	Stores across Mumbai
1	Big Bazaar	35000	24
2	DMart	1000-5000	35
3	Others	1000+	5

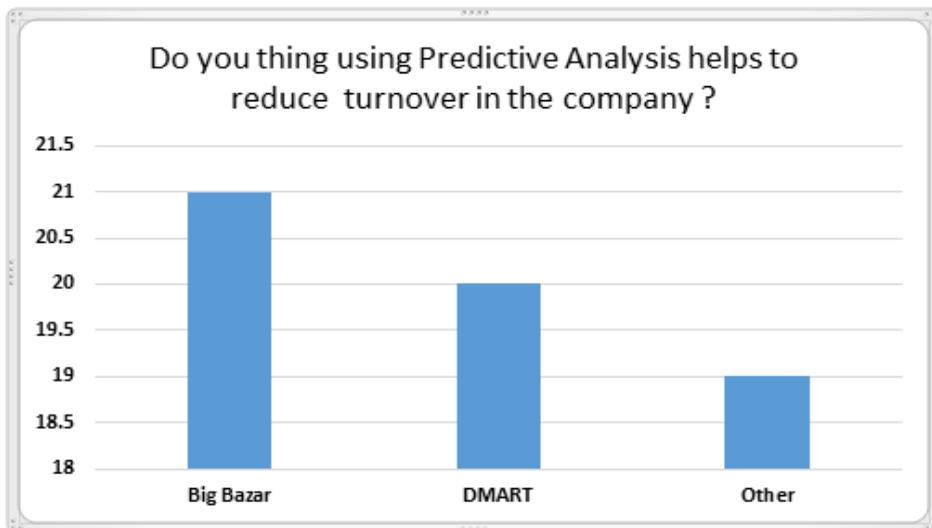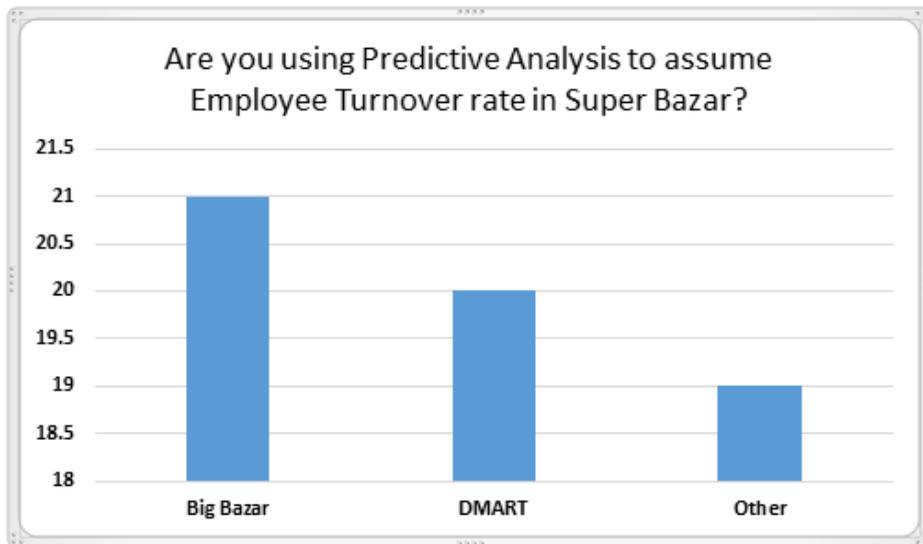## DATA ANALYSIS AND INTERPRETATION

- To study the HR analytics practices in Indian supermarkets

Results clearly shown biggest retail chain Big Bazar use HR Analytics practices for recruitment and performance appraisal followed by D-Mart and others.

Do you use social networking sites as a tool for backgroung checking of employees?

	Big Bazar	DMART	Other
Value	21	20	19

Do you find any relation between employee level of using social network and his performance?

|	Big Bazar	DMART	Other
Value	21	20	19

- To study the effects of using HR analytics on employee management.

Results shown Predictive analysis helps big retailers' big bazar and D-Mart to predict and reduce turnover rate and work on hiring process in advance to manage HR capital in the company.

Are you using Predictive Analysis to assume Employee Turnover rate in Super Bazar?

Category	Value
Big Bazar	21
DMART	20
Other	19

Do you thing using Predictive Analysis helps to reduce turnover in the company ?

Category	Value
Big Bazar	21
DMART	20
Other	19

- To study the future of HR analytics in Indian supermarkets

Most of them agree on usability of HR analytics practices in Super bazar.

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Do you find Predictive Analysis helpful in better management of employees in Super Bazar?
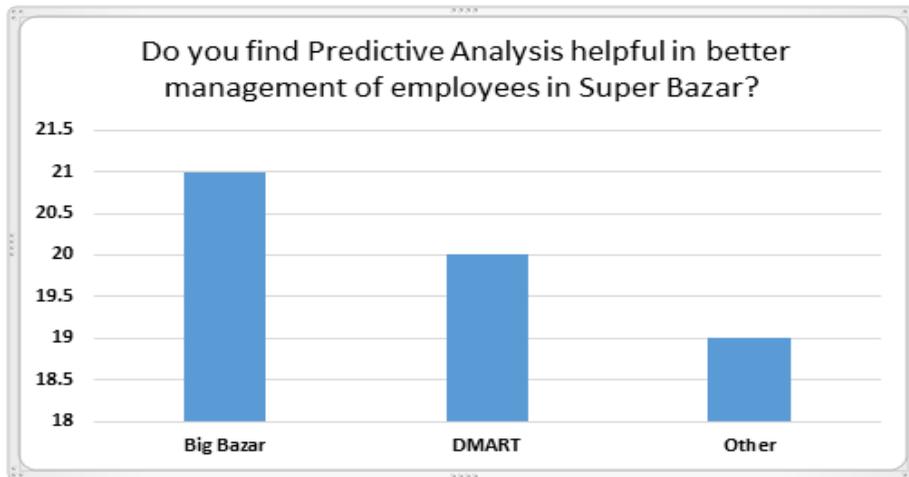
CONCLUSION

Most of the front level employees in supermarkets are working in shifts and sometimes their weekly off is also shuffled due to festivals and public holidays. If job rotation is not happened regularly they get demotivated dues to monotonous work. Managing leaves and weekly off of such large number of employees is impossible without HR analytics. HR analytics can be also used to provide better training program for employees as per job-person fit model, which helps to retain right employees in the organization. This paper is attempt to shown importance of using HR analytics by supermarkets and it clearly shown scope of using analytics in other personnel functions as well.

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