STUDY ON BENCHMARKING UNDER HR PRACTICES

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ABSTRACT

Benchmarking is a mechanism for measuring processes, practices, and results for comparison to improve performance. If it is used wisely, it can transform an organization's HR and people management strategies by showing how human resource practices influence the organization's success.

HR benchmarking uses both quantitative and qualitative data to make comparisons between and within organizations, sectors, industries, roles, practices, and processes.

It is used to provide feedback to organizations for continuous improvement of their people practices and to challenge existing processes.

INTRODUCTION

Benchmarking is a practice used across industries to make comparisons between and within organizations. For HR professionals, it is no different. HR benchmarking helps make HR processes and policies at your organization more effective. This, in turn, has a positive impact on your bottom line. There is an ever-increasing demand for organizations to continually evolve and remain competitive, and just about every HR practice can be benchmarked and improved. Truly valuable benchmarking looks at the nuances of your organization and geography.

Benefits of HR benchmarking

Increasing business impact – Benchmarking ensures HR leaders are connecting people's practices to business outcomes. For instance, if your employee engagement score is below the industry average, you need to investigate how much this affects overall business performance.

It thus ensures you are making data-backed decisions instead of following just pure gut or instinct.

Identifying trends – Understanding your benchmarks allows you to stay on top of developments in your industry. It provides information needed to make decisions to remain competitive as an employer and helps you design effective HR programs. For example, if benchmarks indicate that similar organizations with a wellness program have greater productivity, it would be a good idea to develop a wellness program.

Improve existing practices – You are able to honestly assess your recruitment, retention, compensation, talent, and leadership development processes, and identify areas of improvement. Leaders and HR leaders are also held accountable in this way.

Assessing and enhancing employee experience and employee engagement – It also has an overall effect on your employer's brand, as employees spread word of mouth about how their employee experience is. Improving your HR processes and being the best-in-class employer help you elevate your employee experience and engagement.

Drawbacks to HR benchmarking

Comparing apples with apples – One of the problems you may encounter is that it is not always possible to directly compare your data with other organizations or even internally. As a result, you need to take HR benchmarking as one of the data points for improving your processes and not as the only indicator. For example, an organization focusing on hiring high-quality employees may spend considerably more time and money on finding them than an external benchmark. If you spend less money on getting the same number of employees, does that mean that you are better? Or does it mean that you may be hiring lower-quality employees? Similarly, for an internal benchmark, some departments may have a higher employee turnover rate than others. However, this might be due to the focus of the specific department or the type of positions.

Lack of agreed taxonomy – Not every organization calls all the HR metrics by the same name or even measures them in the same way. Employee engagement and employee satisfaction or often used interchangeably, for example. Some organizations measure cost per hire from the date a position becomes vacant, whereas others measure it from the date of resignation of the employee.

LITERATURE REVIEW

1. Best Practices Best Practices, LLC's Human Resources reports cover the spectrum of HR challenges: from focusing on specific issues such as capturing employee insights and managing the workforce during a pandemic, to addressing broader organizational challenges such as optimizing HR structure and resources, benchmarking processes or activities, measuring performance and identifying administration best practices. Developed from primary research conducted across leading companies, our human resource management reports are designed for stand-alone as well as shared service HR organizations. Benchmarking reports may be cross-industry or industry-specific.

2. Roadmap to current benchmarking literatureº, Andrew E. Jackson, Robert R. Safford, and William W. Swart, 1994, Journal of Management in Engineering, November/December, pp. 60-7. The paper gives a guideline for the classification of literature on benchmarking, based on the types of benchmarking and associated issues and comments on each article in terms of these criteria.

3. A review of key publications on benchmarking: part Iº, Mohamed Zairi and Mohamed A. Youssef, 1995, Benchmarking for Quality Management and Technology, Vol. 2 No. 1, pp. 65-72. ªA review of key publications on benchmarking: part IIº, Mohamed Zairi and Mohamed A. Youssef, 1996, Benchmarking for Quality Management and Technology Vol. 3 No. 1, pp. 45-9. The papers spell out in detail the contents of only books on benchmarking in terms of the practicability and applicability of the resource material. Publications in journals and conferences are omitted in this paper.

4. Benchmarking: a select bibliographyº, S.N. Vig, 1995, Productivity, Vol. 36 No. 3, October/December. The paper is targeted towards personnel in libraries, to enable them track author wise classification of articles on benchmarking.

5. ªA review of benchmarking literatureº, Czuchry, A.J., Yasin, M.M. and Darsch, J.J, 1995, International Journal of Product Technology, Vol. 10No. 1/2, pp. 27-45.

6. ªA framework for benchmarking in the public sector literature review and directions for future researchº, Jeffrey J. Dorsch and Mahmoud M. Yasin, 1998, International Journal of Public Sector Management, Vol. 11 No. 2/3, pp. 91-115. In the paper., the authors have identified, that the academic community is lagging in terms of providing and advancing models and frameworks that integrate the many facets of organizational benchmarking. The authors also mention that most of the benchmarking know-how available is the result of practitioners' efforts.

7. ªTheory and practice of benchmarking: then and nowº, Mahmoud M. Yasin, 2002, Benchmarking: An International Journal, Vol. 9 No. 3, pp. 217-43. The paper, summarises that despite the increasing scope of benchmarking activities and the number of organisations utilising benchmarking, the field of benchmarking remains to a large extent without a unifying theory to guide its advancement. Also, a call is given to develop innovative methodologies to guide benchmarking practices in e-commence and supply chain management.

8. Fisher (1996) has mentioned that benchmarking excellence in the future will come about through more skilled people who are better trained, networked electronic data, that can easily compared and more senior managers who recognize that world-class quality can only be delivered through measuring processes rather than bottom line results. Therefore, a growing numbers of human resource functions have turned to benchmarking to examine their own practices and measure them against other companies. According to „Fortune 500', more than 70 percent of companies in United States had used benchmarking on regular basis.

9. According to Samuel Greengard (2002) in the article 'Discover Best Practices Through Benchmarking', mentioned that currently, HR departments discovered benchmarking is necessary and useful. Rapidly advancing technology, new ways of tackling works and leading-edge management approaches translate into a far need to understand the people and align human resources with company goals. He also stated that companies that used benchmarking successfully in HR often have leapfrogged the competition and enjoyed substantial competitive advantage. Goodyear as example, in HR department, the company has scrutinized everything from benefits to training procedures, compared with other companies and examines HR practices.

10. In the article 'Benchmarking innovation best practices' by Pervaiz K. Ahmed (2002) stated that there are several factors affecting innovation. In this article, Rothwell (1992) and Cooper (1980) provided good summaries of key factors that emerge in many studies, in relation to firms that are technically progress successful innovation. Among the key set of factors with regards to HRM practices included having high quality management, dynamic and open minded, able to attract and retain talented managers and researchers and commitment to developing human capital. In addition to those factors, Asian Production Organization (2001) also supported the statement. A case study of call-centres Fuji Xerox Singapore (FXS) conducted by Singapore Productivity and Standards Board mentioned that it is important to ensure that the right person was hired, and focused on applicants with positive attitudes.

Research Methodology

A research methodology definition is specific techniques for collecting and analysing data in order to uncover new information.

Research methodology provides a strategy by which the researcher can plot out a systemic process to understand a phenomenon. When trying to understand a problem or phenomenon, different methods need to be used depending on the data available as well as how relevant available data may be.

If there is limited data about a topic, a researcher may need to use different research methods to ensure rigor.
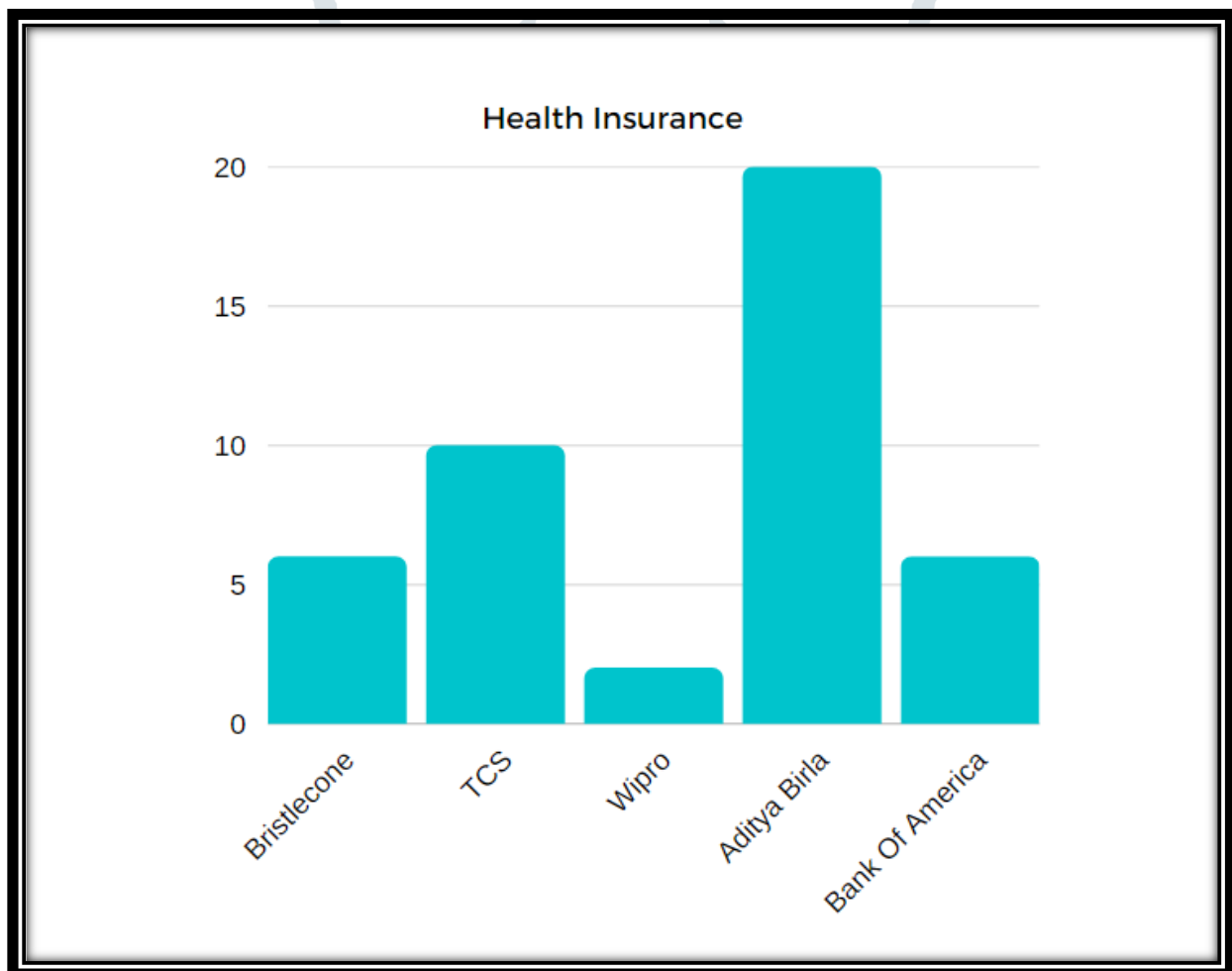
Basics of a research methodology:

A research methodology encompasses the way in which you intend to carry out your research. This includes how you plan to tackle things like collection methods, statistical analysis, participant observations, and more.

You can think of your research methodology as being a formula. One part will be how you plan on putting your research into practice and another will be why you feel this is the best way to approach it. Your research methodology is ultimately a methodological and systematic plan to resolve your research problem.
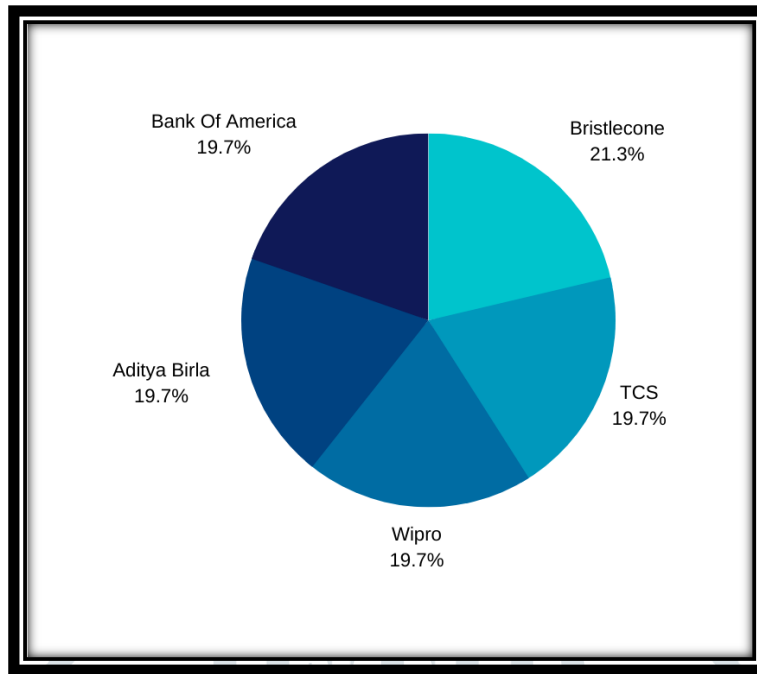
In short, you are explaining how you will take your idea and turn it into a study, which in turn will produce valid and reliable results that are in accordance with the aims and objectives of your research. This is true whether your paper plans to make use of qualitative methods or quantitative methods.
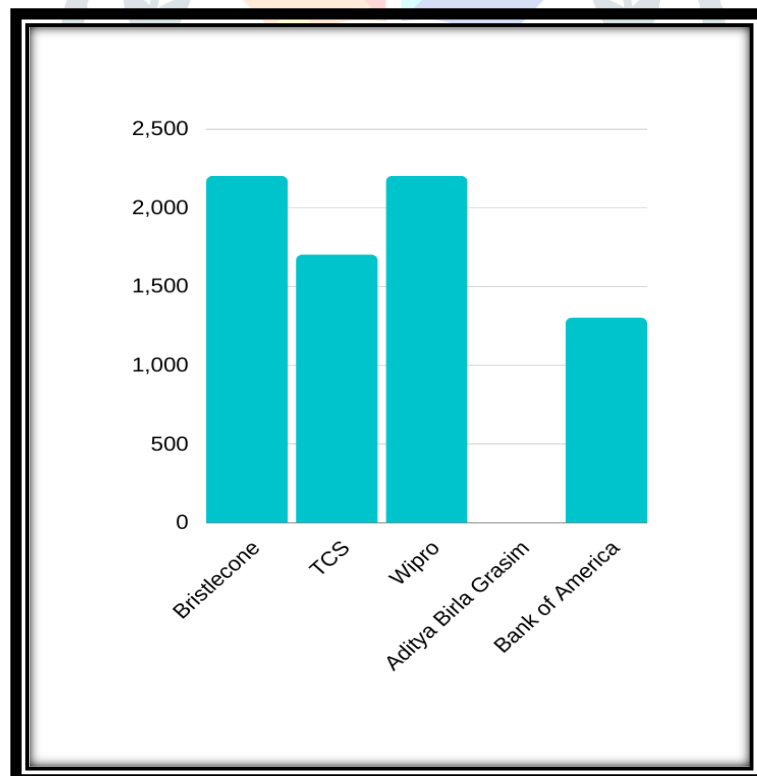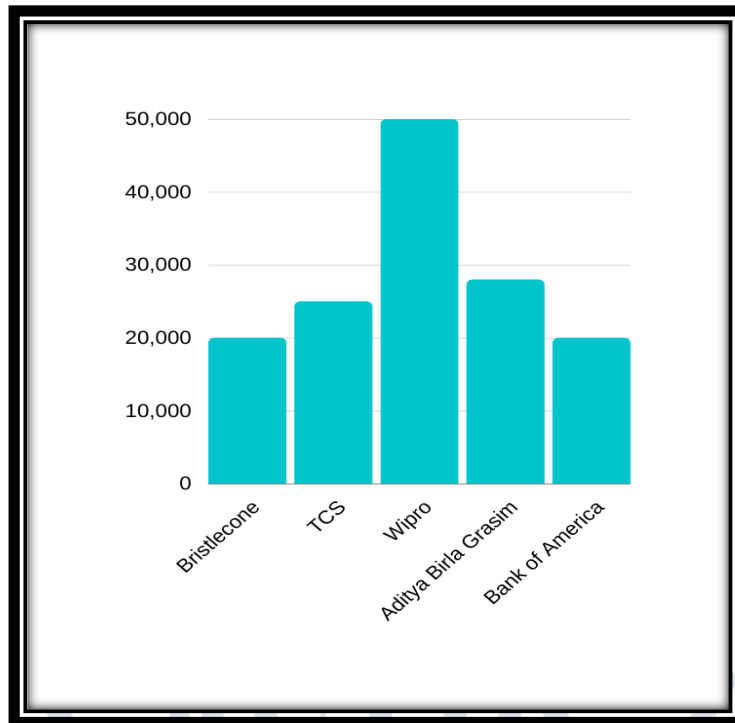
RESULTS AND FINDINGS

- Health Insurance:
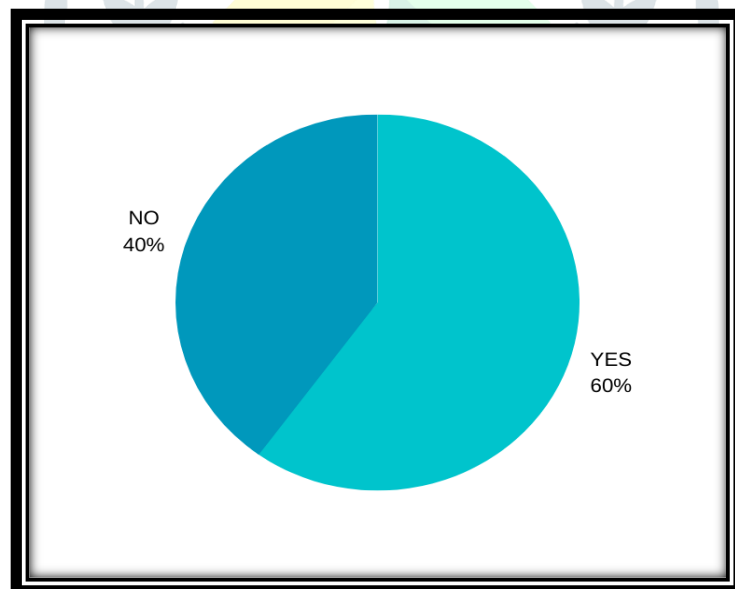
- ## Maternity Leave

- ## Meal Pass:

- Leave Transport Allowance:

- Gymnasium:

What are the different types of research instruments?

A research instrument is a tool you will use to help you collect, measure, and analyse the data you use as part of your research.

The choice of research instrument will usually be yours to make as the researcher and will be whichever best suits your methodology.

There are many different research instruments you can use in collecting data for your research. Generally, they can be grouped as follows:

- **Interviews** (either as a group or one-on-one). You can carry out interviews in many different ways. For example, your interview can be structured, semi-structured, or unstructured. The difference between them is how formal the set of questions is that is asked of the interviewee. In a group interview, you may
choose to ask the interviewees to give you their opinions or perceptions on certain topics.

- **Surveys** (online or in-person). In survey research, you are posing questions in which you ask for a response from the person taking the survey. You may wish to have either free-answer questions such as essay-style questions, or you may wish to use closed questions such as multiple choice. You may even wish to make the survey a mixture of both.

- **Focus Groups**. Similar to the group interview above, you may wish to ask a focus group to discuss a particular topic or opinion while you make a note of the answers given.

- **Observations**. This is a good research instrument to use if you are looking into human behaviors. Different ways of researching this include studying the spontaneous behavior of participants in their everyday life, or something more structured. Structured observation is research conducted at a set time and place where researchers observe behavior as planned and agreed upon with participants.

CONCLUSION

In conclusion, benchmarking is still very relevant in companies and organizations wishing to improve their performance in different markets and localities. It gives the companies a chance to look inwardly at the standards of a company that is performing better in business.

Whatever is ignored might just be the reason for a company's underperformance compared to others. Overall, benchmarking is healthy if carried out strategically and cautiously. However, it should not be seen as the only best way to propel a business forward but rather one of the ways.

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- http://www.whatishumanresource.com/Human-Resource-benchmarking

- https://study.com/academy/lesson/what-is-benchmarking-definition-types-process-examples.html

- Text Book – *"Human Resource Management"* by Garry Dassler.