A STUDY ON HR STRATEGY

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ABSTRACT

HR strategy was developed in a continuous process which involved a lot of discussion with managers on how they understood the implementation of our business strategy. Following a final review of the strategy, it was endorsed by the Bekaert Group Executive and the Board of Directors. The most interesting part of developing this strategy was crystallizing those elements which were already part of our normal way of doing things, and which had already proved successful. At the same time, we created a solid platform on which to discuss with managers the way we should lead a global workforce against a background of continuous and major change. Last but not least, it helped us to show HR managers throughout our organization how to provide focused support to the various parts of the company.

You want your organization to thrive. And that means you need to ensure you and your staff thrive and contribute to organization goals and success.

Every day you and your organization face challenges. Seemingly minor problems undermine performance. Small issues devour time and energy. Common symptoms of organizational issues that limit success include ,Vision, strategy, goals, and execution are ambiguous or misaligned Managers are not consistently effective, The right people are not hired or retained ,Performance management is inadequate

Before these problems become critical, break the cycle. Get the help you need to enhance your organization's effectiveness and to resolve problems. We offer the expertise and experience to move you forward, including Experienced advisor services, Organizational assessment and effective solutions to enhance success, Human resource management aligned with your strategy and culture, Leadership and management development support, Interim HR Management

In leading organizations people know their goals, feel respected and valued, understand their role, and know how to succeed. When you can create these conditions, you increase organizational success and productivity while reducing risk. Effective human capital strategy and practices are also directly related to higher levels of financial and market success.

1. INTRODUCTION:

Torrington and Hall (1987) define personnel management as being:

"a series of activities which: first enable working people and their employing organisations to agree about the objectives and nature of their working relationship and, secondly, ensures that the agreement is fulfilled"

While Miller (1987) suggests that HRM relates to:

".......those decisions and actions which concern the management of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage"

HRM strategy:

An HRM strategy pertains to the means as to how to implement the specific functions of HRM. An organisation's HR function may possess recruitment and selection policies, disciplinary procedures, reward/recognition policies, an HR plan, or learning and development policies, however all of these functional areas of HRM need to be aligned and correlated, in order to correspond with the overall business strategy. An HRM strategy thus is an overall plan, concerning the implementation of specific HRM functional areas.

An HRM strategy typically consists of the following factors

- "Best fit" and "best practice" - meaning that there is correlation between the HRM strategy and the overall corporate strategy. As HRM as a field seeks to manage human resources in order to achieve properly organisational goals, an organisation's HRM strategy seeks to accomplish such management by applying a firm's personnel needs with the goals/objectives of the organisation. As an example, a firm selling cars could have a corporate strategy of increasing car sales by 10% over a five year period. Accordingly, the HRM strategy would seek to facilitate how exactly to manage personnel in order to achieve the 10% figure. Specific HRM functions, such as recruitment and selection, reward/recognition, an HR plan, or learning and development policies, would be tailored to achieve the corporate objectives.

- Close co-operation (at least in theory) between HR and the top/senior management, in the development of the corporate strategy. Theoretically, a senior HR representative should be present when an organisation's corporate objectives are devised. This is so, since it is a firm's personnel who actually construct a good, or provide a service. The personnel's proper management is vital in the firm being successful, or even existing as a going concern. Thus, HR can be seen as one of the critical departments within the functional area of an organisation.

- Continual monitoring of the strategy, via employee feedback, surveys, etc.

The implementation of an HR strategy is not always required, and may depend on a number of factors, namely the size of the firm, the organizational culture within the firm or the industry that the firm operates in.

An HRM strategy can be divided, in general, into two facets - the people strategy and the HR functional strategy. The people strategy pertains to the point listed in the first paragraph, namely the careful correlation of HRM policies/actions to attain the goals laid down in the corporate strategy. The HR functional strategy relates to the policies employed within the HR functional area itself, regarding the management of persons

internal to it, to ensure its own departmental goals are met.

SCOPE OF THE STUDY

One of the main functions of personnel management in industrial organization is to impart programmers to its employees.

HRM plays a large part in determining the effectiveness and efficiency of the establishment. Increase in productivity is possible only when there is an increase in quantity of output. It applies not only to new employees but also to experienced people. It can help employees and employers to increase their level of performance and to develop skills, knowledge on their present job assignments.

II. OBJECTIVES OF HRM STRATEGY:

Human Resource Management: Objectives

• To help the organization reach its goals.

• To ensure effective utilization and maximum development of human resources.

• To ensure reconciliation of individual goals with those of the organization.

• To achieve and maintain high morale among employees.

• To increase to the fullest the employee's job satisfaction and self-actualization.

• To develop and maintain a quality of work life.

• To develop overall personality of each employee in its multidimensional aspect.

• To enhance employee's capabilities to perform the present job.

NEED FOR BASIC PURPOSES OF HRM STRATEGY:

1) To increase productivity.

2) To improve quality.

3) To help a company fulfill its future personnel needs.

4) To improve organizational climate.

5) To improve health & safety.

6) Obsolescence prevention.

7) Personal growth.

III. RESEARCH METHODOLOGY

Research is scientific and systematic search pertinent information in a specific topic. The meaning of research is "A Careful Investigation (or) Inquiry.

HRM STRATEGY is the corner stone of sound management, and it makes employees and employers more effective and productive. It is actively and intimately connected with all personnel and managerial activities.

There is a present need for HRM STRATEGY measures. So that new and changed techniques may be taken advantage and improvements effected in new methods, which are woefully inefficient. Training is practical and of vital necessity because, apart from other advantages mentioned, and increase their "Market Value", earning power job security

Heritage Ltd is spending for HRM STRATEGY activities. It is introducing global concepts like

- Team Building
- Time Management

It uses all the technology available and modern equipment in HRM STRATEGY programmers. In a contemporary study, it was revealed that it is more inflammable so the workers and superiors must concentrate on the work what they are doing. At any time if they don't concentrate on their work it is very dangerous to the whole industry.

OBJECTIVES OF RESEARCH

- On an average, every employee at Nutrine undergoes atleast 2 training programmes for a financial year and the employer in HRD requires the executive development programme at the time of intensive competition.
- So the study is aimed to know the adequacy of training given to employees and employers.

- To know whether employees and employers are having enthusiasm in knowing about training and development programmes, training

plans, implementation and participation.
- To suggest appropriate techniques and modification in training to achieve corporate goals.

Development to employers arises due to providing technical skills and conceptual skills to non-technical managers and managerial skills and conceptual skills to technical managers.

RESEARCH INSTRUMENT:

In order to collect the data from the people in organization the research instrument used is **QUESTIONNAIRE.**

A structured questionnaire has been designed, consisting of Closed Ended questions. All the questions are objective. Questionnaire does not contain any column for personal details of the people in **heritage Ltd**.,

Questionnaire is designed for employees and employers containing 12 questions respectively. The questions are framed consisting of different factors. Both positive and negative questions are included to reduce the bias.

DATA SOURCES

Data can be broadly classified as;

1) Primary data.

2) Secondary data**.**

Primary data

Primary data is obtained through observation, questionnaires, and personal interviews.

Secondary Data

Secondary data is obtained through various,

Management books
Journals
Newspapers and Internet

SAMPLING

Sampling is always necessary to collect data from the whole organization. A small representative sample may serve the purpose. Sample means "A Group Taken From a Large Lot". This small group should be miniature cross-section and really "Representative" in character. This selection process is called Sampling .

SAMPLE SIZE

Sample is device for learning about masses by observing a few individuals, that selected sample is **"100".**

SAMPLE PLANNING

Sample planning consists four major parts they are

- Sample Unit : Employees
- Sample Size: 100
- Population : 598
- Sample frame: Employees of heritage foods, Hyderabad
- Sample procedure: Convenience Sampling

SAMPLING METHOD

The various methods of sampling can be grouped under 2 broad heads:

Probability Sampling (Random)

The method adopted here is Random Sampling Method. A Random sample is one where each item in the universe has an equal chance of known opportunity of being selected.

Non Probability Sampling (Non Random)

The method do not provide every item in the universe with a known chance of being included in the sample. The selection process is at least particularly subjective.

LIMITATIONS OF THE STUDY

1. Firstly the respondents were not available readily and the data were collected as per the convenience of the respondents.

2. Secondly the sample of 100 respondents was given by the organization hence appropriate sample technique was not applied for selecting the respondents.

3. Thirdly, time is also one of constraints. Duration of 45 days is not sufficient to cover all the aspects of the study.

For the above limitation the study conducted may not give the true representation of the entire organization.

The main Strategic HR Critical Success Factors

The **Strategic HR** is based on the on the deep knowledge of the organization, processes, procedures and the business strategy. But it needs a strong link to the *critical success factors*, which can enable the HRM Function to measure its own success on the way of implementing the Strategic HR in the organization.

It is the task of the HRM Function's Management Team to select the correct set of critical success factors and to define the correct KPIs to measure their development. The management team of Human Resources has to select the critical success factors, which are in the direct influence of the HRM Functions not to blame the rest of the organization for not meeting the defined goals.

The *HRM Function Management Team* usually selects the critical success factors, which have a common roots in the business strategy and their improvement has a direct impact to the profits of the organization, by increasing the income or by decreasing the costs.

The common best practice in the *Strategic HR* is to select the critical success factors from the following list:

- Leadership
- Talents
- High Performance Corporate Culture
- Strategic Planning

By developing the skills and abilities of the HRM Function employees the HR Management Team can assure the highest achieved benefits for the organization and the measurement of the accomplishment can be pretty accurate.

The critical success factors have to be defined in the detail as the HR Employees and also the line management can make a proper view on the

measure as the measure "Leadership" can mean different things to the people in the organization.

III. The Critical Success Factors in the detail

Leadership

The Leadership Critical Success is one of the most important aspects to implement in the effort of introducing the Strategic HR Approach in the organization. The Leadership Critical Success Factor is about the work of the HRM Function with the managers to see the workforce in the organization as the key asset of the organization, which needs its investments and the development is a key to the success in the future. The Leadership Critical Success Factor needs a very careful definition as it is very easy to make the definition in the negative term, but to allow the management to implement this factor, it has to be defined positive way. The Leadership Critical Success Factor defines how the organization will approach its employees and work on the human capital development.

Talents

The Talents Critical Success Factor is about movement from the HRM Function servicing as the sourcing supporting function to deliver the best potential candidates to hire to the support unit helping to identify the gaps in the organization with right retention and development initiatives. The Talents Critical Success Factor is a bit controversial factor as it divides employees into several group and just one group of employees is a receiver of huge investments into human capital, which can bring a bit of a tension to the organization. Generally, the organization does not have money enough to develop all of its employees and the investment must be protected.

High Performance Corporate Culture

The High Performance Corporate Culture is about a transfer of the responsibilities from the management levels to the individual employees and supporting employees to act individually, but with the mind of the business goals of the organization. On the other hand, the HRM Function has to develop new performance management system, which support the direct link between the individual performance and the performance of the whole organization.

Strategic Planning

The Strategic Planning Critical Factor is about movement from the reaction to the business objectives and the following planning activities to the proactive planning in the organization. The planning must be organized around the major business initiatives and the HRM Function has to follow the strategic tasks defined by the Top Management of the organization. This critical success factor looks easy to implement in the **Strategic HR**, but it takes a lot of effort from the HRM Function.

HRM Visibility

HRM Visibility has to be a part of the HRM Strategy. The good performance is ok, but the HRM Function has to be visible in the organization to have the impact on strategic decisions and results. The HRM Management Team has to be able to sell the results of the HRM Function to allow the HRM Staff to continue on strategic activities.

The **HRM Visibility** improves the impression of the business leaders about the HRM Function and protects the employees of the function of the attacks of other managers asking for the exceptions in regular processes.

The **HRM Visibility** is usually improved by proper usage of the HRM Marketing and HRM Reporting. These two tools help the employees of Human Resources to find the correct arguments to support the results of the HRM activities and processes.

The HRM Visibility has several levels:

- Relationship of Chief Officer with peers
- Skilled management team
- HR Front Office
- Expertise in Centers of Excellence
- Perfect services of Back Office

The **HRM Visibility** starts with the Chief Officer of Human Resources, who has to build fair relationship with the peers on the highest level in the organization. Many times, the HRM Function is not a direct member of the executive board of the organization, but it is not that important for the HRM Visibility in the organization.

The skilled HRM Management Team has to be strong and fully skilled in communication, presentation and negotiation skills. They have to be able to sell the ideas produced by the centers of excellence in the back office of the HRM Function. The HRM Visibility is not just about doing the nice stuff for the managers and employees, but it also needs skills to communicate the cost cuts and other difficult stories to the organization.

The HR Front Office needs to know the client in details to be able to identify gaps during the

implementation of new initiatives and to navigate the client through difficult times. The HR Front Office has to be responsible for the human capital development at the client side to be in a fair relationship with the managers. The **HRM Visibility** is not about nice presentations, it is also about shared responsibility.

The centers of excellence have to be able to identify the trends on the job market and in the organization and they have to be proactive, they cannot just react to the changed conditions as it brings damages to the organization. The centers of excellence can be the weakest point of the HRM Function as they can easily lack the expertise and they can be overloaded by the daily operation leaving them unable to proactively prepare new initiatives.

The HR Back Office is an important item in the **HRM Visibility**. The services has to be perfect and with no mistakes. The selling of new ideas can be done perfectly, but bad execution kills everything.

Importance of HRM Strategy for HRM Employees

The HRM Strategy is the main document describing the vision, mission and goals of the HRM Function in the organization. The HRM Strategy describes the final and desired state of the HRM Function.

The HRM Employees use the HRM Strategy as the basis for the goal setting process within the HRM Function to navigate their own performance the right direction.

The HRM Strategy has to be a public document freely available to all the HRM Employees to let them identify their own role in the strategy. The HRM Employees need a chance to discuss the HRM Strategy to know exactly the content. The understanding to the content of the HRM Strategy can help them to unblock any fear and to become more productive.

The new HRM Strategy should not make the employees to believe they will be changed for the new employees who fit the new strategy better. The HRM Employees need to identify their role and their gaps against the new HRM Strategy to know how to cross the gaps in their current skills and competencies.

The HRM Strategy provides the employees with the possibility to plan their own goals in the long term point of view and it can bring better understanding to all the initiatives of the HRM Function.

HRM Strategic Challenges

The HRM Function has some **strategic challenges**, which will affect the whole organization in the future. The strategic challenges will change the organization of the HRM Function and its role in the organization.

The current role of the HRM Function is about providing services to the organization and the managers are a clear clients of the HRM Processes. The HRM Function usually do not provide challenging questions and initiatives to the organization and the business leaders do not have to worry about the HRM Function as the salaries are paid correctly at every pay date defined by the organization.

The main **HRM Strategic Challenges** can be defined in four main areas:

- Leadership Development;
- Management Development;
- Globalization;
- Outsourcing.

The **Leadership Development** is one of the biggest HRM Challenges. The leadership development is the only way to secure the organization for the future. The supply of the leaders is very limited and the organization has to focus on the growth of the potential available inside the organization. The HRM Function has to take the responsibility for the initiatives to identify and grow the potential inside the organization and to secure the best potential to stay in the organization. The leadership development initiatives are extremely costly, but the organization has to recognize the need to invest in such initiatives. This is a major HRM Challenge.

The **line management is another HRM Challenge**. The line management is the main user and client of the HRM Value Added processes and they have to be able to use the processes correctly. The HRM Function can be seen as the enemy, but the HRM Challenge is to develop and train the line management in the daily usage of the value added HRM Processes to make the organization more efficient.

The **globalization** is another HRM Challenge. The HRM Function has to make its policies, procedures and processes to work on the global level. Currently, most of the HRM Policies is focused on the concrete country, but the employees have to start to move from the country to another country and the HRM Processes have to be able to support such a need in the organization. The globalization has a huge impact on the HRM Function and the it is usually not ready to take more responsibility in the movement of the workforce around the Globe.

The **outsourcing** is the main issue for the HRM Function. The HRM Function has to be able to outsource its non-core services for the organization and it has to be able to keep the service level for the organization. The outsourcing HRM Challenge is pretty huge as it requests a lot of standardization and practice from the HRM Function.
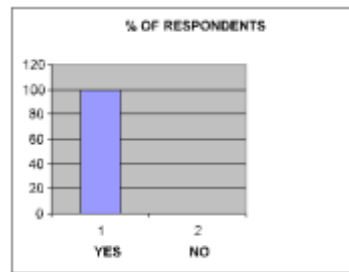
IV. Data analysis and interpretation

1. Do you feel that training programmers are necessary for employees?

(a) YES   (b) NO

| S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	100	100
2	NO	0	0
	TOTAL	100	100

Interpretation:

From the above analysis we can say that 100% employees feel that the training programmers are necessary for employees. The 0% employees feel that training programmers are not necessary for employees.

2. Training &development programmers affect employees in getting promotion. Do you agree?

     (a) Agree   (b) Disagree

S.NO	OPTIONS	NO. OF RESPONDENTS	% OF RESPONDENTS
1	AGREE	100	100
2	DISAGREE	0	0
3	TOTAL	100	100

| S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	56	56
2	NO	44	44
	TOTAL	100	100
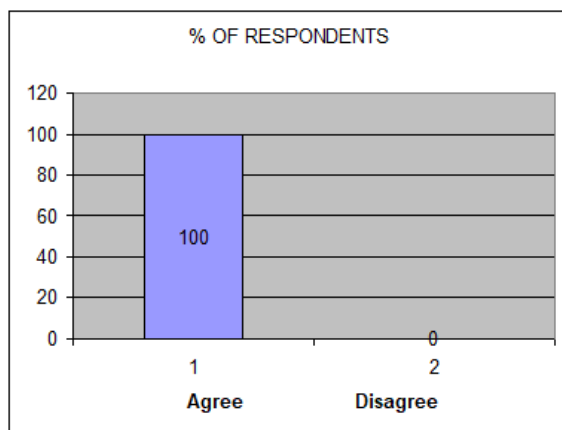
Interpretation:

     About 100% of the employees agreed that the training and development programmers affect employees in getting promotion and 0% of the employees disagreed that the training and development programmers affect employees in getting promotion.

3. Are you satisfied with present HRM Strategy following in your organization?

     (a) YES   (b) NO
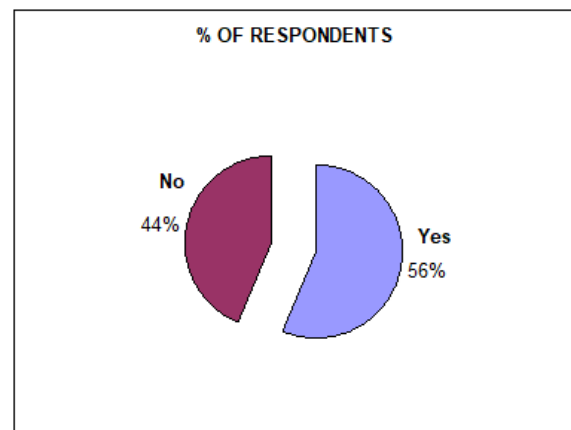
Interpretation:

     About 56% of the employees are satisfied with present HRM programmers in organization. 44% of the employees were not satisfied with present programmers in organization.

V. FINDINGS

➢ The HRM Strategy program may be arranged so that each of the employees under goes it at least once in a year.
➢ The training sessions should be handled by both the internal and external faculty so that it provides more comfort and also the knowledge of the external environment.
➢ The modern methods of HRM Strategy should be used so as to have a competitive edge in the market place.

➢ The organization should also have high emphasis on the accuracy of performance in the program.
➢ Training should be given to all groups at all levels to improve the efficiency on the whole.
➢ The HRM Strategy conducted should be need training programs for improvement of the skills and the knowledge.
➢ All the employees should be provided a minimum and basic technical knowledge.

VI. SUGGESTIONS

The conclusions so far drawn from the study tempts to offer the following suggestions for making the organization ready for empowerment. The conclusions drawn above convince any body to identify the following areas to chart out programs for the executives to make them completely ready for empowerment

1. A general program covering the importance of and need for employee empowerment in the light of global competition is to be designed in brainstorming session involving internal and external experts.

2. The present study identifies the following areas in which training is to be undertaken.

✦ A program may be undertaken for Executives in general and to Senior Executives in particular to convince and make them accept the empowerment concept.

✦ Executives working in technical areas to be trained effectively in the areas of their role and interpersonal dependence and relations to make empowerment more fruitful.

✦ A program may be undertaken about "Shared Leadership" which brings high morale and high productivity and makes the empowerment a success.

3. The subordinate staff who is going to be empowered must be ready to take up this responsibility. A study is to be conducted among the subordinate staff to find out their readiness to discharge the new roles under this empowerment program. This helps in identifying the training areas, to make the subordinate staff completely ready for undertaking empowerment.

CONCLUSIONS

➢ The strategy program in company is focused on new and old employees.
➢ Training program is conducted quarterly.
➢ HR strategy principals& program in company is based on the performance and seniority.
➢ The HRM Strategy program in company is also the company response to new innovation and upcoming technologies.
➢ The goal of the program is mainly to improve the job related skills.
➢ It has been observed during the study that most of the employees expressed the need for each employee to attend the training program least once in a year.
➢ Most of the trainees supported external faculty rather than internal.
➢ The job security is not been effected by the program being undergone.
➢ The training program is very much relevant to the present nature of work.

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