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# A STUDY ON THE ROLE OF HR STRATEGY IN ENHANCING EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE WITH REFERENCE TO HERITAGE

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## ABSTRACT

Human resources strategy development was an ongoing process that required extensive feedback from managers about their perceptions of our business plan's execution. The Bekaert Group Executive and the Board of Directors supported the approach after its final evaluation. The most intriguing aspect of formulating this plan was honing down on the components that were already ingrained in our standard operating procedure and had previously shown positive results. Concurrently, we laid the groundwork for managers to talk about how to lead a global workforce in the face of constant and enormous change. Finally, it was useful in demonstrating to HR managers throughout the firm how to provide targeted assistance to different departments.

Your organization's success is important to you. And that includes making sure you and your team members succeed and contribute to the organization's objectives.

You and your company encounter obstacles on a daily basis. Performance is impacted by seemingly little issues. Time and energy are sucked dry by little concerns. Imprecise or mismatched vision, strategy, objectives, and execution are common signs of organizational problems that hinder performance. Managers' effectiveness varies. Performance management is lacking, and the correct individuals are not being recruited or kept on board.

Get out of this rut before these issues escalate. Obtain the assistance you need to improve the efficiency of your company and address any issues that may arise. Our experienced adviser services, among other offerings, may help you get forward. Evaluate your organization and find ways to make it more successful. Managing human resources in a way that supports your business goals and values, Assisting in the growth of leaders and managers, Interim Managing Human Resources

People at top-performing companies have clear objectives, a strong sense of belonging, an appreciation for their contributions, and the tools they need to achieve them. You may boost organizational effectiveness and productivity while decreasing risk when you can establish these circumstances. Greater financial and market performance is also associated with well-executed human capital strategies and practices.

## 1. INTRODUCTION

### 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.

## **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.

## **2. 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.

### 3. HR STRATEGY AND PERFORMANCE:



1. **Knowledge:** The basic fact of a group behavior is that the human beings are members of an organization as complex as living organism the first essential is that every person should be adequately knowledgeable about the men and material of the organization concerned.

2. **Attitudes:** Training must be directed towards creating the right attitude on the part of the staff so as to identify themselves with the policy of management the object of directing the training towards attitude is to make the trainee self confident influencing and responsive in the work progress.

3. **Training for all:** Training is a process which never ceases until the day of final retirement. It is not simply a treatment given once to new employees only and dropped until a promotion or transfer is about to occur.

4. **Active participation:** Training gives satisfaction if the trainee feels from the beginning that the has a contribution is valued. Training is a school where. Teaching is a joint

endeavor conducted in active participation of the trainer as well as the trainee.

**5. Timing of training:** Training in its concrete expression must be timed extremely carefully with the trainee's progress. In the training material presented to him a trainee must get an opportunity of applying it directly or indirectly to his own work for details cannot be understood without any possibility of testing their validity.

**6. Conformity with objectives:** Training must be based on the conditions in a particular department or organization. At every stage and in every detail it must be in line with the policy and aims of the department which it serves.

**7. Fulfilling certain needs of employee:** Training programme in order to be effective should be directed to fulfill certain basic needs of individuals in an organization so that can turn to be better suited for the discharge of their present or future responsibilities.

**8. Management climate:** Lastly the favorable attitude of the top management to the day process of growth of the managerial cadre as well as the operative level of the employees is of permanent importance in the success of training project.

### 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.

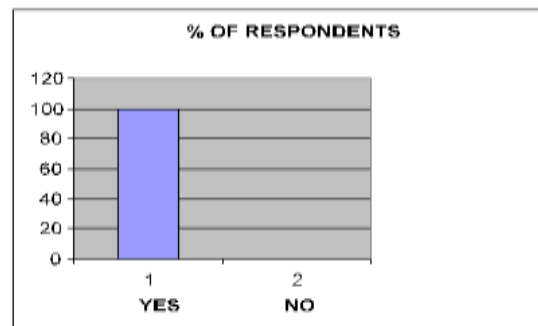
### 4. DATA ANALYSIS AND INTERPRETATION

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

(a) YES

(b) NO

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



#### Interpretation:

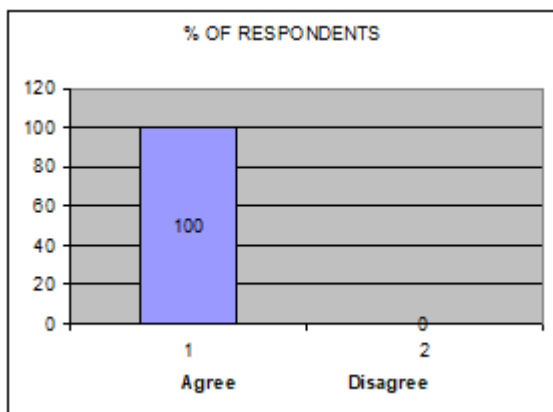
From the above analysis we can say that 100% employees feel that the training programmers are necessary for employees. The 0% employees feel that training programmers are not necessary for employees.

2) Training & development programmers affect employees

in getting promotion. Do you agree?

(a) Agree (b) Disagree

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



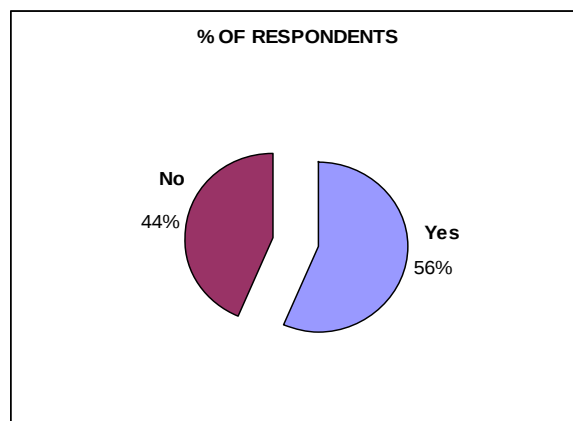
#### Interpretation:

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

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



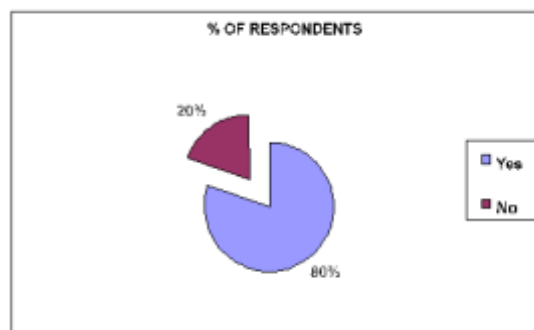
#### Interpretation:

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.

4) Are you satisfied with working conditions in your organization?

(a) YES (b) NO

| S.NO | OPTIONS | NO. RESPONDENTS | OF | % RESPONDENTS | OF |
|------|---------|-----------------|----|---------------|----|
| 1    | YES     | 80              |    | 80            |    |
| 2    | NO      | 20              |    | 20            |    |
|      | TOTAL   | 100             |    | 100           |    |



#### Interpretation:

From the above analysis 80% of the employees are satisfied with working conditions in this organization. Rest 20% of the employees are satisfied with Working conditions in this organization.

## 5. 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.

## 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.

## 6. CONCLUSIONS

- New and old workers are the focus of the strategy program at HERITAGE.
- The training program is held four times a year.
- Performance and seniority form the basis of the HR strategy and program of HERITAGE.
- One way that HERITAGE is adapting to emerging technology and new innovations is via its HRM Strategy program.
- The primary objective of the program is to enhance abilities that are relevant to the work.

- The majority of workers in the research felt that it was necessary for every employee to participate in the training program at least once a year.
- External professors were preferred by the majority of trainees over internal faculty.
- The implementation of the program has not compromised job security.
- The training curriculum is very applicable to the current work environment.

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