

A STUDY ON HUMAN RESOURCE STRATEGY

Dr. V. Lalitha*

ABSTRACT

Human resource strategy is a process which helps us to know the way an organization plans to use its human resource management policies and practices and the way in which they must be combined with the strategy of business and each other. Faced with rapid change, organizations need to develop a more focused and coherent approach to managing people. In the same way a business requires a marketing or information technology strategy it also requires a human resource or people strategy. The study highlights the training and strategy program in Heritage group focused on new and old employees which is conducted quarterly. For the study Primary data is obtained through observation, questionnaires, and personal interviews and Secondary data is obtained through various Management books, Journals, Newspapers and questionnaire was given to 50 employee's analysis and interpretation is done according to their response. It has been observed during the study that most of the employees expressed the need for each employee to attend the training program at least once in a year. Most of the trainees supported external faculty rather than internal. The job security is not been effected by the training program being undergone. The training program is very much relevant to the present nature of work.

Keywords: Human Resource Strategy, Management Policies, Questionnaires, Training Program, Secondary Data.

Introduction

Human Resource strategy pertains to the means as to how to implement the specific functions of Human Resource Management. An organization'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. Human Resource Management (HRM) strategy thus is an overall plan, concerning the implementation of specific HRM functional areas. 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.

Objectives of the Study

- To ensure effective utilization and maximum development of human resources.
- To achieve and maintain high morale among employees.
- To develop overall personality of each employee in its multidimensional aspect.
- To enhance employee's capabilities to perform the present job.

Need for the Study

- To increase productivity.
- To improve quality.
- To improve organizational climate.
- To improve health & safety.
- Personal growth

* Associate Professor, ASBM, Hyderabad, Telangana State, India.

Limitations of the Study

- Lack of understanding towards the strategic needs of the business.
- Improper analysis of environmental and cultural factors which have its impact on the content of the strategies.
- Development of ineffective HR practices.
- Development of improper initiatives which affects the performance of the organizations and its objectives.

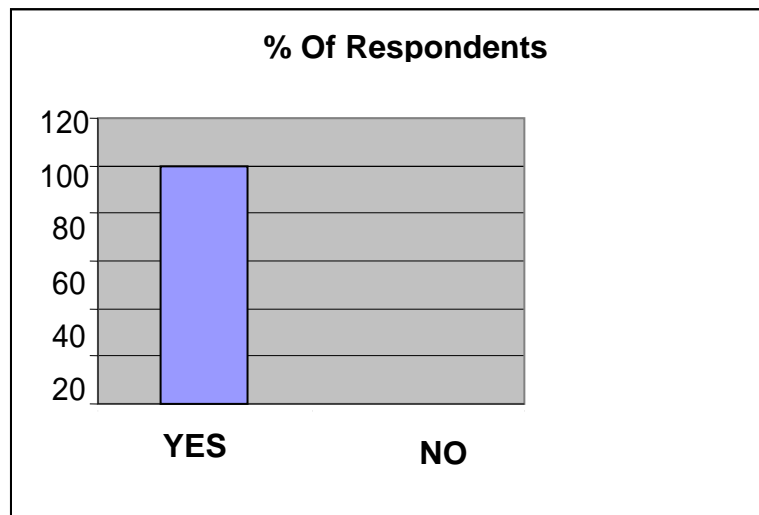
Methodology

- **Sample Size** : 50
- **Sample Planning**
Sample planning consists four major parts they are:
 - Sample Unit : Employees
 - Sample Size : 50
 - Population : 298
 - Sample frame : Employees of heritage foods, Hyderabad
 - Sample procedure: Convenience Sampling

Data Analysis and Interpretation

- Do you feel that training programmes are necessary for employees?
(a) Yes (b) No

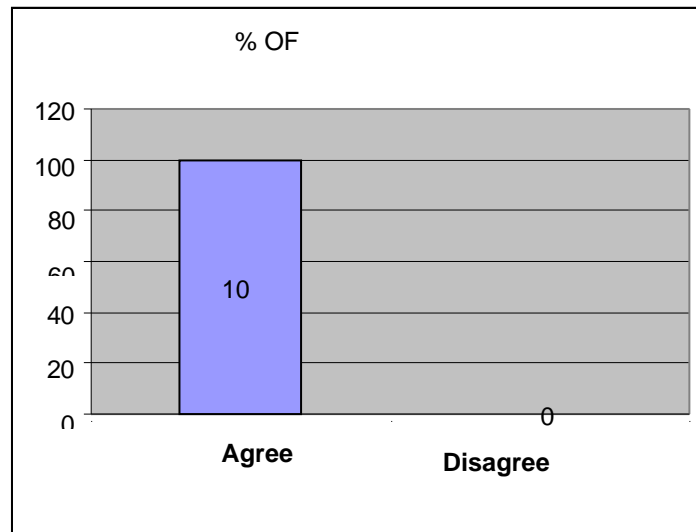
S.No	Options	No	% of Respondents
1	Yes	50	100
2	No	0	0
	Total	50	100

**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. Training & development programmes affect employees in getting promotion. Do you agree?

- (a) Agree (b) Disagree

S.No	Options	No. of Respondents	% of Respondents
1	Agree	50	100
2	Disagree	0	0
3	Total	50	100

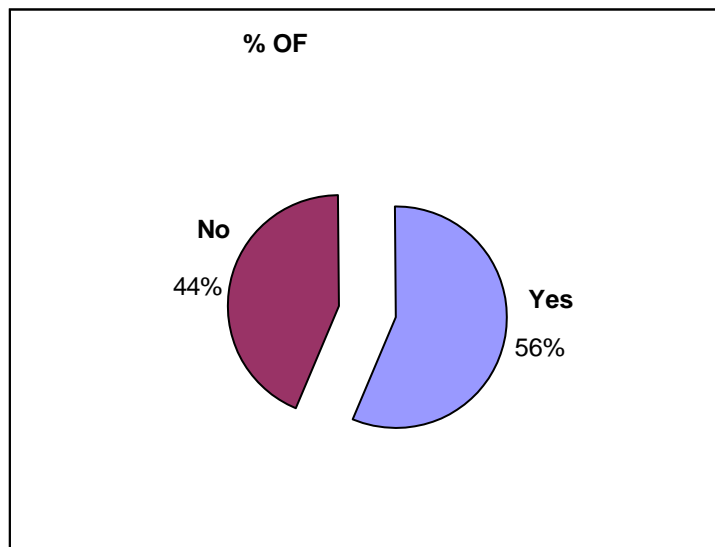


Interpretation

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

- Are you satisfied with present HRM Strategy following in your organization?
 (a) Yes (b) No

S. No.	Options	No. of Respondents	% of Respondents
1	Yes	28	56
2	No	22	44
	Total	50	100

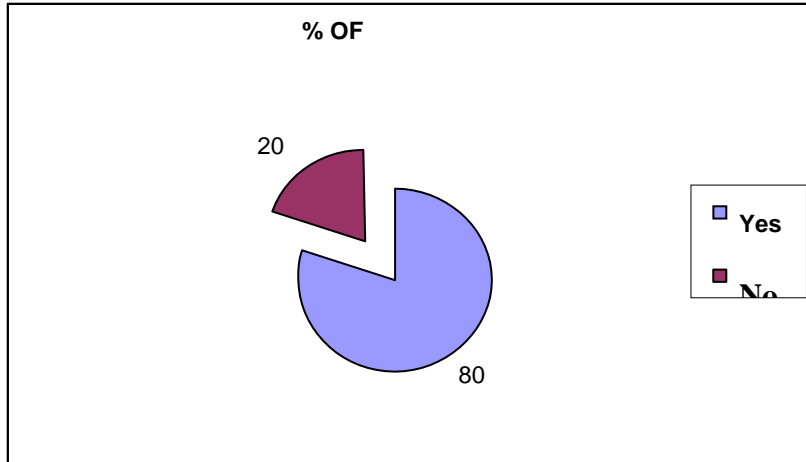


Interpretation

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.

- Are you satisfied with working conditions in your organization?
 (a) Yes (b) No

S.No	Options	No of Respondents	% of Respondents
1	Yes	40	80
2	No	10	20
	Total	50	100

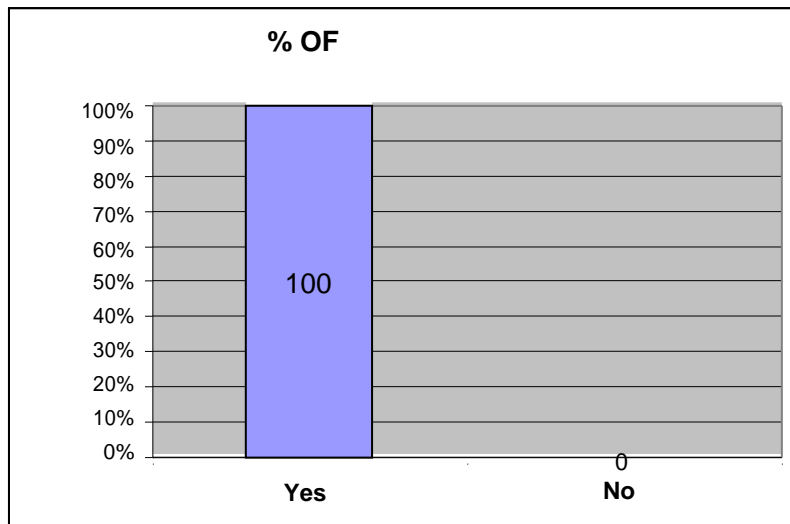


Interpretation

From the above analysis 80% of the employees are satisfied with working conditions in this organization. Rest 20% of the employees are not satisfied with working conditions in this organization.

- Did Organization give sufficient freedom to express your views and suggestions?
 (a) Yes (b) No

S. No	Options	No of Respondents	% of Respondents
1	Yes	50	100
2	No	0	0
3	Total	50	100

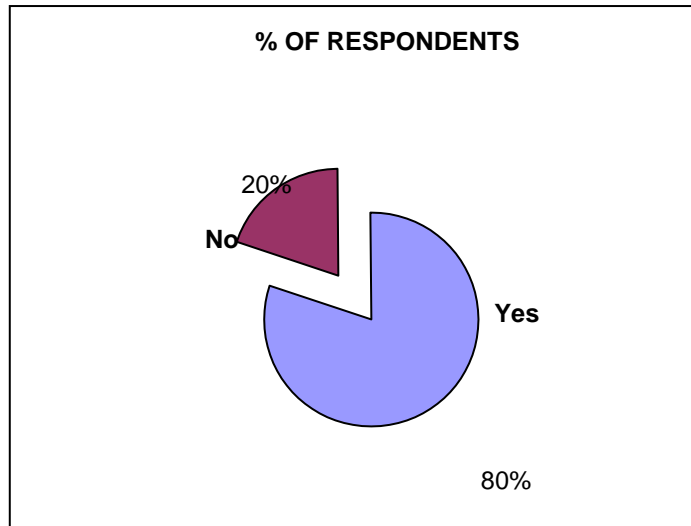


Interpretation

All the employees are satisfied that there is sufficient freedom to express their views and suggestions and that is a good indicator of employee's efficiency of work. Does your management give you recognition for good results?

- (a) Yes (b) No

S. No.	Options	No of Respondents	% of Respondents
1	Yes	40	80
2	No	10	20
	Total	50	100

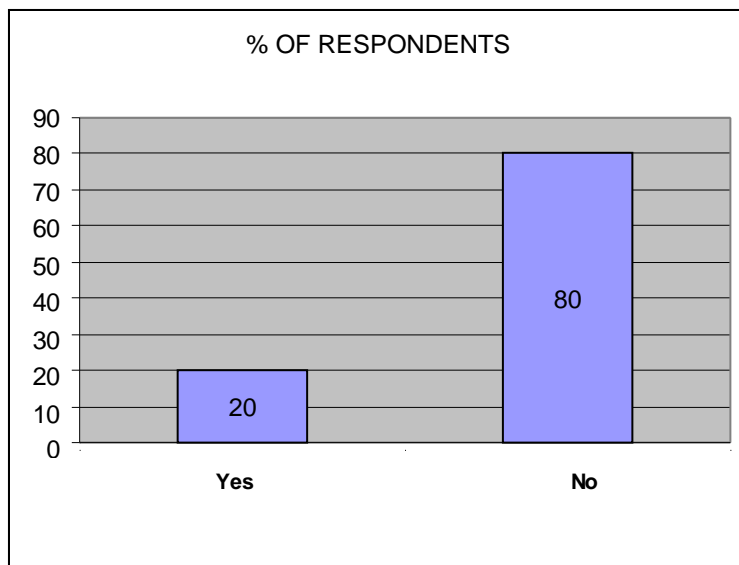


Interpretation

From the above analysis we can say that 80% of the employees responds that their management gives recognition for their good results. And 20% of the employees responds that their management not gives recognition for their good results.

- Duration of training & Development programmed is sufficient?
 (a) Yes (b) No

S.No	Options	No of Respondents	% of Respondents
1	Yes	10	20
2	No	40	80
	Total	50	100

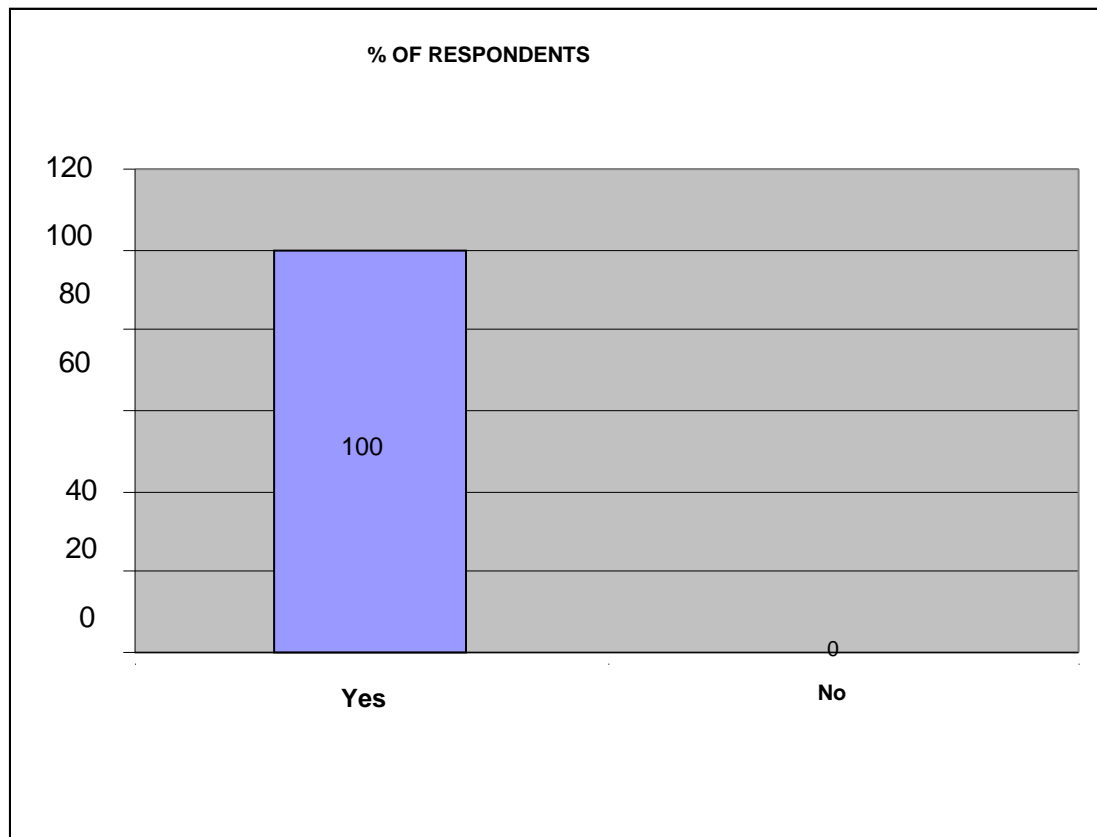


Interpretation

From the above analysis we can say that 80% of the employees are responding not sufficient for duration of the programme. And 20% of the employees are in favour of the duration of Training & development programmed.

- Do you think that incentives are needed for attending training programmes?
(a) Yes (b) No

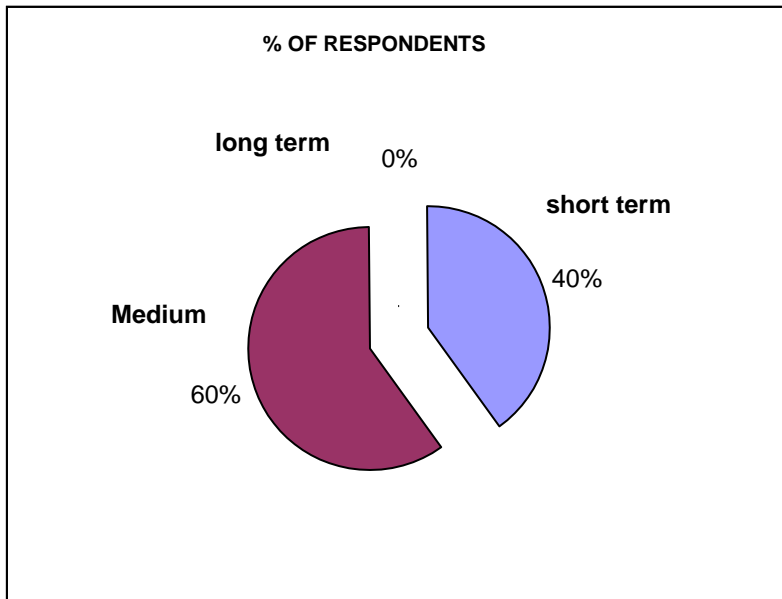
S.No	Options	No of Respondents	% of Respondents
1	Yes	50	100
2	No	0	0
	Total	50	100

**Interpretation**

From the above analysis we can say that 100% of the employees feel those incentives are needed for attending training programmes. 0% of the employees feel those incentives are not needed for training programmes.

- Duration of the Strategy of individual employee programme is:
(a) Short term (b) Medium (c) long term

S.No	Options	No. of Respondents	% of Respondents
1	Short Term	20	40
2	Medium	30	60
3	Long Term	0	0
	Total	50	100

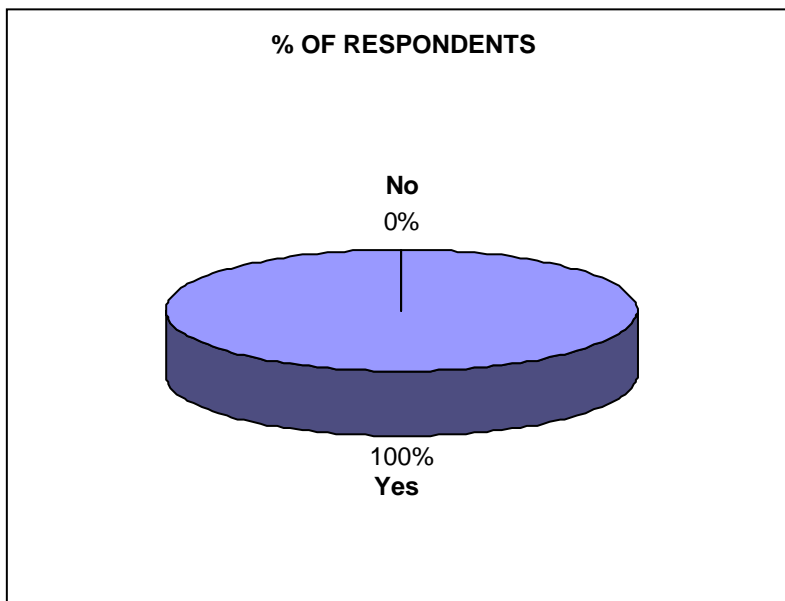


Interpretation

About 40% of the employee's opinion of the duration of Strategy programmed is short term, 60% of employee's opinion is medium and 0% of employees opinion is long term. Therefore out of 50 employees 20 responded for short term and remaining 30 responded for medium term but none for long term.

- Do you have promotional policies in organization?
 (a) Yes (b) No

S.No	Options	No. of Respondents	% of Respondents
1	Yes	50	100
2	No	0	0
	Total	50	100

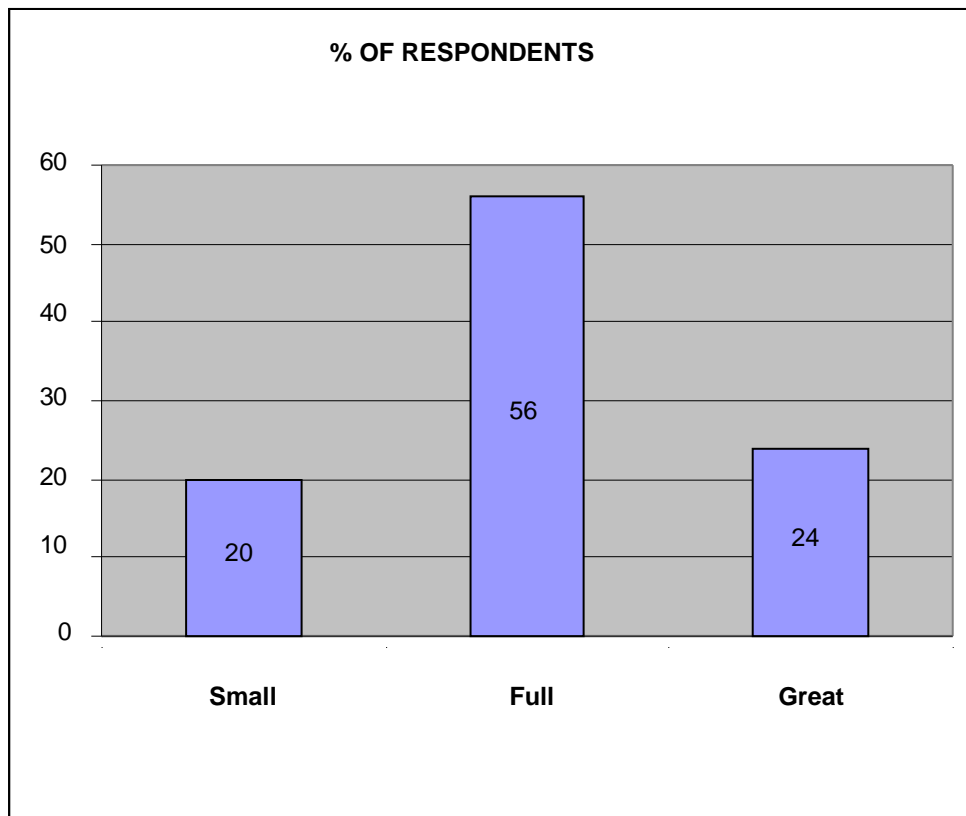


Interpretation

By the above data it is clear that, all 100% of the employees respond that they have promotion policies in the organization. This indicates that there are promotional policies in the organization, as all the 50 employees have responded in favour of the questionnaire.

- Will you have an opportunity to apply your newly acquired knowledge and skills?
a) To a Small extent (b) To a Full extent (c) To a Great extent

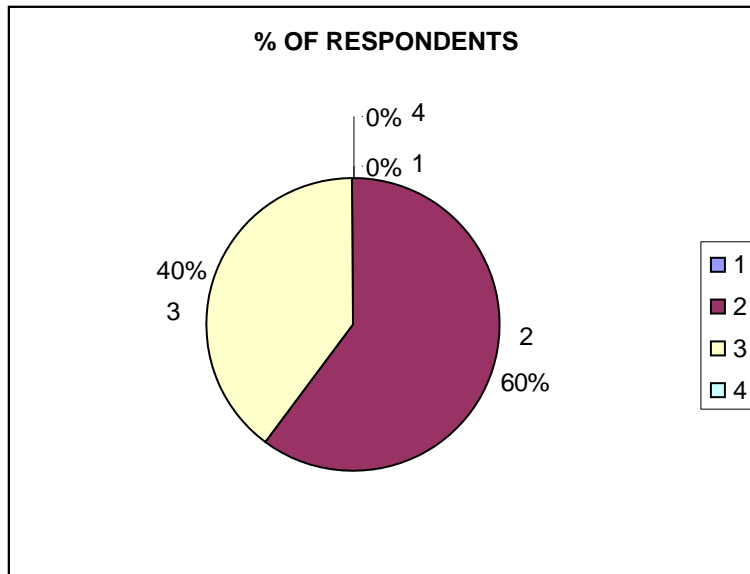
S.No	Options	No. of Respondents	% of Respondents
1	To Small Extent	10	20
2	To Full Extent	28	56
3	To Great Extent	16	24
	Total	50	100

**Interpretation**

About 20% of employees have a small extent of opportunity to apply newly acquired knowledge and skills. 56% of the employees have a full extent and 24% of the employees has a great extent of opportunity to apply newly acquired knowledge and skills.

- What is the overall impression of the Organization?
(a) Excellent (b) Good (c) Satisfactory (d) Poor

S. No.	Options	No. of Respondents	% of Respondents
1	Excellent	0	0
2	Good	30	60
3	Satisfactory	20	40
4	Poor	0	0
	Total	50	100



Interpretation

About 60% of the employees opinion is Good on the overall impression of the organization. 30% of the employees were Satisfactory and 0% of the employees were Excellent and Poor on the overall impression of the organization.

Conclusions

- The training and strategy program in HERITAGE is focused on new and old employees.
- Training and developing program in HERITAGE is based on the performance and seniority.
- The HRM Strategy program in HERITAGE is also the company response to new innovation and upcoming technologies.
- 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 training program being undergone.

Suggestions

- Training and controlling 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 training should be used so as to have a competitive edge in the market place.
- Training should be given to all groups at all levels to improve the efficiency on the whole.
- The training programs conducted should be need training programs for improvement of the skills and the knowledge.

References

1. "Human Resource Management" Fifth Edition 2009, by Dr. K.Ashwatappa published by the Tata McGraw-Hill publishing Company Ltd.
2. "Strategic Human Resource Management" 2003 by Jeffrey A.Mello, Thomson Publishers.
3. "Strategic Management" 2003 by Arthur A. Thomson and J. Strickland, TMH.
4. "Strategic Management and Business Policy", 1988 by Donald F. Harvey, Merill Publishing.

