

THE ROLE OF HR STRATEGY IN ENHANCING EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE AT HERITAGE FOODS INDIA LIMITED

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ABSTRACT

Human Resource (HR) Strategy refers to the long-term plan designed to align the management of human capital with the overall goals and direction of an organization. It involves the integration of HR practices—such as talent acquisition, performance management, learning and development, employee engagement, and succession planning—into the strategic framework of the business. This study explores the role of HR strategy in building a competitive advantage through workforce optimization, organizational agility, and cultural alignment. The abstract highlights how effective HR strategies anticipate future workforce needs, support leadership development, and foster innovation and adaptability in a rapidly changing business environment. Additionally, it addresses challenges such as globalization, technological transformation, and demographic shifts that influence strategic HR planning. A well-crafted HR strategy not only enhances employee satisfaction and retention but also drives sustainable organizational growth and success.

I. 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.

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.

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.

II. 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

- 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.

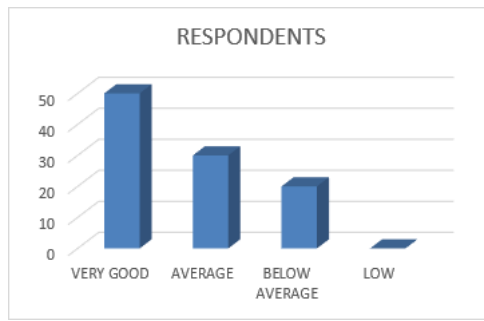
For the above limitation the study conducted may not give the true representation of the entire organization.

III. DATA ANALYSIS & INTERPRETATION

17) Do you feel that working atmosphere is friendly in nature at your work place?

A) Agree B) Disagree C) Agree to some extent D) Can't say

PARTICULARS	RESPONDENTS
AGREE	80
DISAGREE	20
AGREE TO SOME EXTENT	0
CAN'T SAY	0

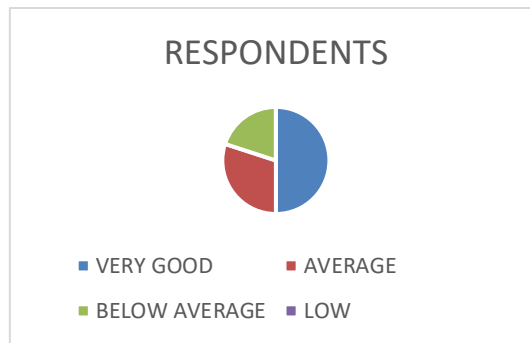


Interpretation: More number of Number of Employees is saying that there working atmosphere is friendly in nature at your work place

18) Do you feel that you are having a good rapport with all your peers and superiors?

A) Very good B) Average C) Below Average D) Low

PARTICULARS	RESPONDENTS
VERY GOOD	50
AVERAGE	30
BELOW AVERAGE	20
LOW	0

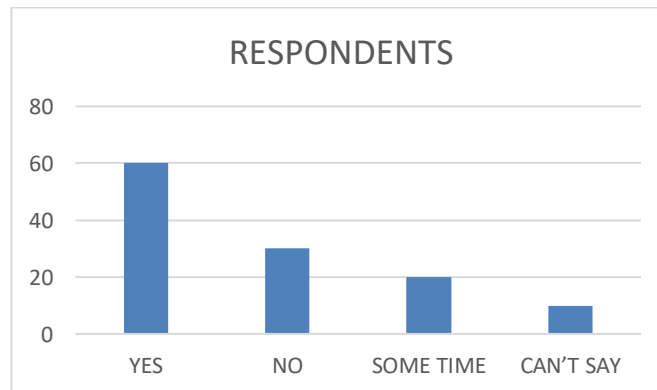


Interpretation: More number of Number of Employees is saying that feel that you are having a good rapport with all your peers and superiors

19) Does In your department work is distributed in a fair manner?

A) Yes B) No C) Some time D) Can't say

PARTICULARS	RESPONDENTS
YES	60
NO	30
SOME TIME	20
CAN'T SAY	10

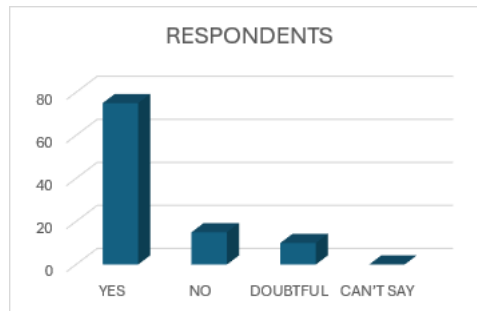


Interpretation: More number of Number of Employees is saying that the department work is distributed in a fair manner

20) Do you feel that your job is secured?

A) Yes B) No C) Doubtful D) can't say

PARTICULARS	RESPONDENTS
YES	75
NO	15
DOUBTFUL	10
CAN'T SAY	0



Interpretation:

More number of Number of Employees is saying that their job is secured.

IV. 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.

V. 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.

VI. CONCLUSIONS

- The strategy program in HERITAGE is focused on new and old employees.
- Training program is conducted quarterly.
- HR strategy principals & 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.
- 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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