

**A STUDY ON “HRM STRATEGIES”  
AT  
“ADITYA BIRLA RETAIL LTD”  
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ABSTRACT**

*Strategic human resource management (SHRM) means that the HR function contributes to facilities management strategic development as an agent of change and an employee advocate. Historically, HR administration initially served a staffing function (hiring and firing people). Through the 1950s and into the 1970s, HR expanded into personnel administration (e.g., benefits and compensation administration, labor-union and employee relations). A PricewaterhouseCoopers study cited three performance indicators beyond traditional financial reports (customers, employees, and innovation) that affect the true value of companies. The practice of SHRM can be modified for the business model of facilities management in higher education. To ensure that HR is consulted before major strategic changes or operational decisions are made, HR professionals must know and have credibility with facilities management leaders.*

### **I. INTRODUCTION OF THE STUDY**

Human Resource Management is a managerial function which facilitates the effective utilization of people (manpower) in achieving organizational goals. Human Resource Management (HRM) is a management function that helps managers, recruit, select, train and develop members for an organization. Obviously, HRM is concerned with the people's dimension in organizations. Human resource management (HRM or simply HR) is the management of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, assessment, retention, and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws. In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the company's primary liaison with the employees' representatives (usually a labor union).

### **II. NEED OF THE STUDY:**

- To increase productivity.
- To improve quality.
- To help a company fulfill its future personnel needs.
- To improve organizational climate.
- To improve health & safety.
- Obsolescence prevention.
- Personal growth

**OBJECTIVES OF THE STUDY:**

- 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.

**III. 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.

**IV. 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

ADITYA BIRLA LIMITED 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.

**V. OBJECTIVES OF RESEARCH**

- On an average, every employee at Nutrine undergoes at least 2 training programmes for a financial year and the employer in HRD requires the executive development programme at the time of intensive competition. Therefore the primary objective of 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 INDU Projects 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 the selected sample is "100".

#### **Sample Planning**

Sample planning consists four major parts they are

- Sample Unit : Employees
- Sample Size : 100
- Population : 298

- Sample frame : Employees of ADITYA BIRLA LIMITED foods, Hyderabad
- Sample procedure : Convenience Sampling

#### **VI. 1.6 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.
- Absence of supporting processes for taking the initiatives.

#### **VII. REVIEW OF LITERATURE:**

This research project will remain incomplete if various research studies conducted in the field of human resource management and Hr Strategy are not taken into account. The Researcher has reviewed several Research Papers, Books and Theses to provide an insight into the academic endeavors related to HR STRATEGY and their impact on organizational performance. This chapter reviews the past researches on similar or related topics and helps the researcher in providing a sound research foundation to understand the issues on which the study is focused. In the following pages, an attempt has been made to review some of the important studies conducted by various Researchers in India and even in foreign countries. The chapter is presented in the following sub-heads:

##### **Review of literature in the context of Indian Research on HR/ HRD/HRM practices:**

**Anupama Gupta (2010)** described the challenges faced by Hr Strategy in context of new economic scenario. This paper emphasized that these challenges should seriously taken care of. Main challenge is the shortage of skilled manpower. This paper examined the role of human resource department to tackle the problem. It was the duty of HR department to design a possible career path to retain talent. It was suggested that HR manager should be ready to handle the challenges, but the role of other stakeholders should also be included in order to ensure healthy survival of the organization.

**Saini R.R.(2010)** in his article—Hr Strategy in UCO Bank-A case study of Chandigarh Region. evaluates the Human Resources Development policies and practices. This study identified the process and problems in designing and implementing Human Resources Development Systems.

**Kundu. Subhash C, DivyaMalhan (2009)** "A Study of Indian and Multinational Companies" opined that Competitive advantage of a company can be generated from human resources (HR) and company performance is influenced by a set of effective HRM practices. The results of this study indicated that both multinational companies and Indian companies have to significantly improve their practices regarding performance appraisal, training and financial benefits, and hr planning and recruitment.

**Tripathy (2008)** observed that an organization can have competitive advantage by utilizing its human resources. This can be achieved through sound HR STRATEGY Practices. According to him HR STRATEGY include three C's- Competencies, commitment and culture. An optimum level of progressive climate is essential for facilitating HR STRATEGY in an organization. It was resulted that good HR STRATEGY Practices can influence financial and other performance indicators in the organization.

### VIII. DATA ANALYSIS AND INTERPRETATION:

1) Do you feel that training programmes 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

#### REFERENCE:

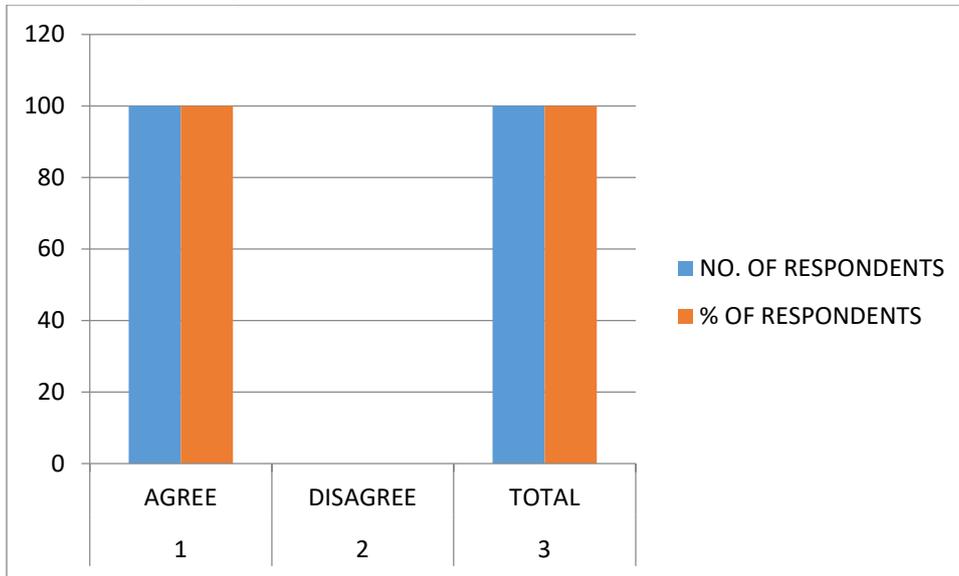
From the above analysis we can say that 100% employees feel that the training programmers are necessary for employees. The 0% employees feel that training programmers are not necessary for employees.

#### INTERPRETATION:

From the above data majority of the employees agreed that the training programmes are necessary for the employees in the organization for the accuracy of work and their personal development.

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

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



**REFERENCE:**

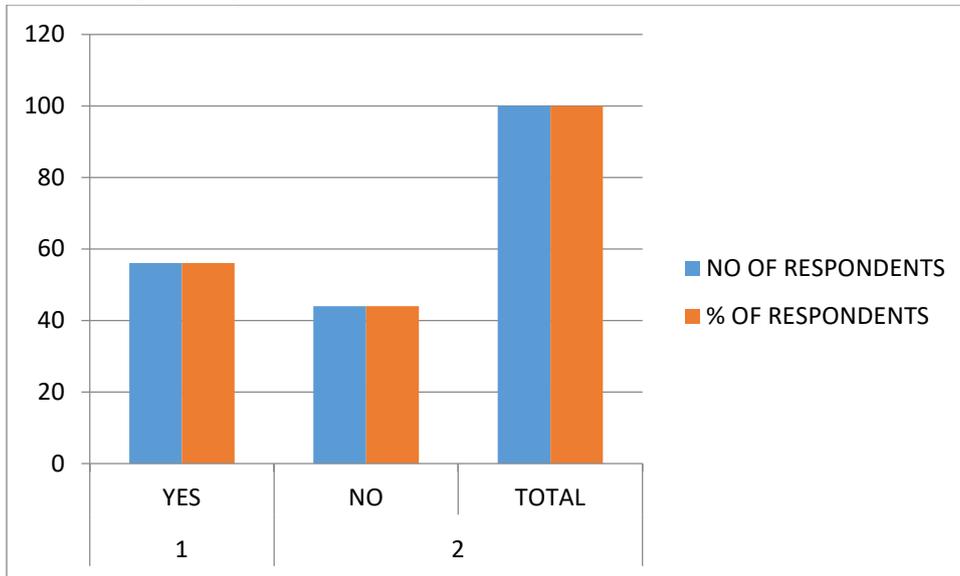
About 100% of the employees agreed that the training and development programmes affect employees in getting promotion and 0% of the employees disagreed that the training and development programmes affect employees in getting promotion.

**INTERPRETATION:**

From the above data it depicts that majority of the employees agreed that Training & development programmes affect employees in getting promotion. Because the employee with no skills or less skills may not give his/her best at the work place.

3) Are you satisfied with present HRM STRATEGY following in your organization?

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



**REFERENCE:**

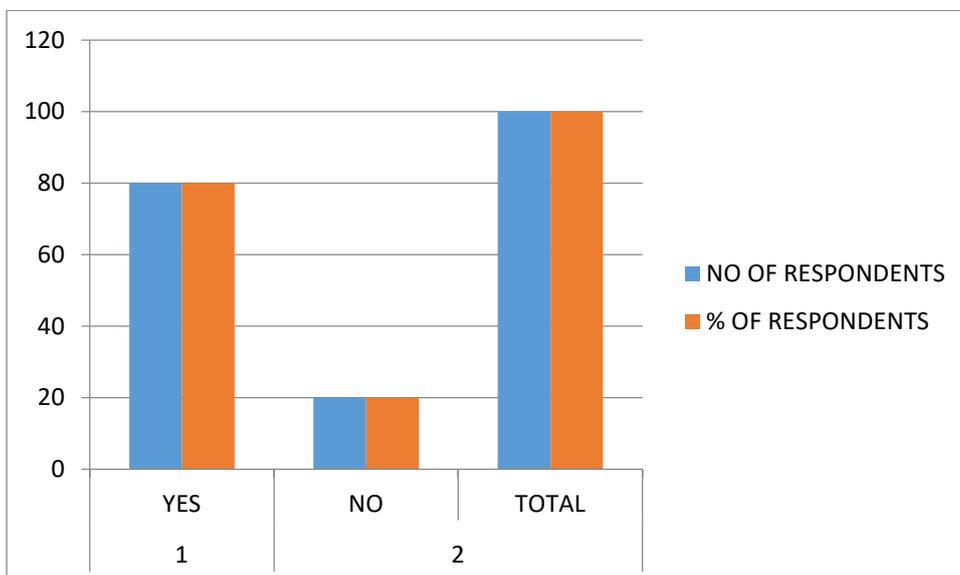
About 56% of the employees are satisfied with present HRM programmers in organization.44% of the employees were not satisfied with present programmers in organization.

**INTERPRETATION:**

From the above data it states that only 56% of the employees are satisfied with the HRM strategies of the organization. It means the organization need to improve its HRM strategies to meet the employee satisfaction level.

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

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



**REFERENCE:**

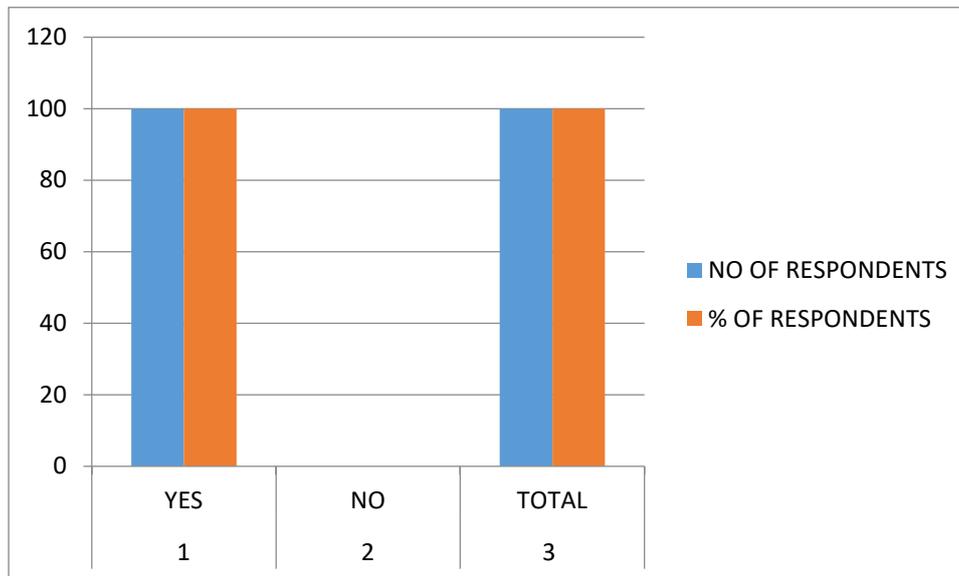
From the above analysis 80% of the employees are satisfied with working conditions in this organization. Rest 20% of the employees are not satisfied with working conditions in this organization.

**INTERPRETATION:**

From the above data it implies that majority of the employees are satisfied with the working conditions in the organization. But still the 20% of the employees are not, so the higher management should look into the working conditions if it could be improved more.

5) Did Organization give sufficient freedom to express your views and suggestions?

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

**REFERENCE:**

From the above data 100% of the employees says that they have sufficient freedom to express their view and give their suggestions.

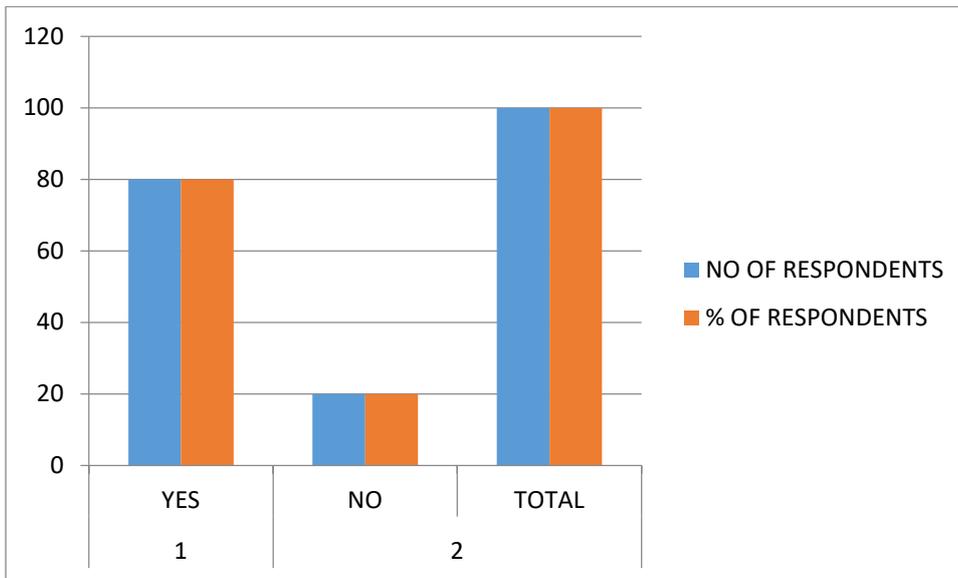
**INTERPRETATION:**

All the employees are satisfied that there is sufficient freedom to express their views and suggestions. Which is a good indicator of employee's efficiency of work.

6) Does your management give you recognition for good results?

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	80	80

2	NO	20	20
	TOTAL	100	100



**REFERENCE:**

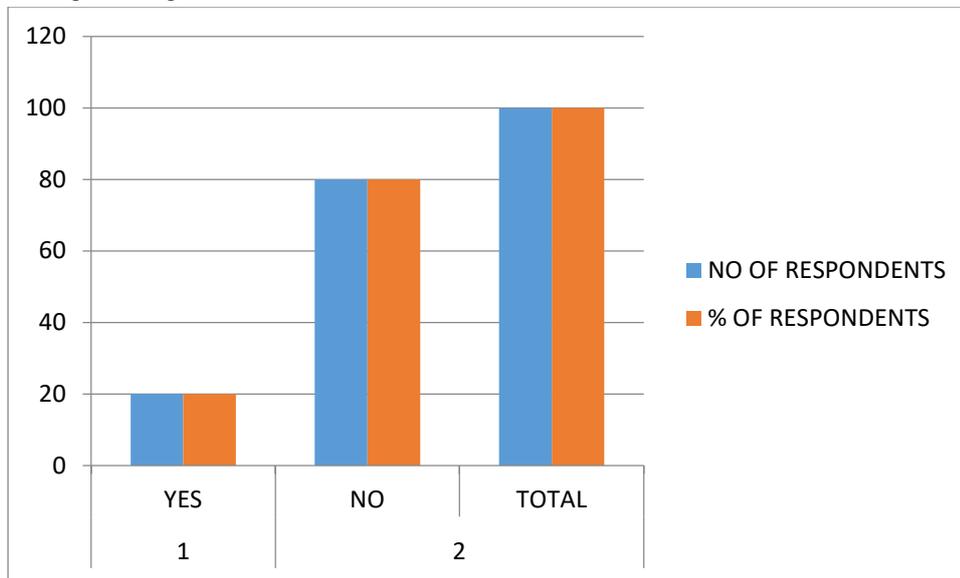
From the above analysis we can say that 80% of the employees responds that their management gives recognition for their good results. And 20% of the employees responds that their management not gives recognition for their good results.

**INTERPRETATION:**

From the above data it states that the management recognize their employees for their good results. They should still work on the reward and recognition as 20% of the employees are not satisfied and it may lead to demotivate and employee turnover which not a good.

7) Duration of training & Development programmed is sufficient?

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



**REFERENCE:**

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 favor of the duration of Training & development programmed.

**INTERPRETATION:**

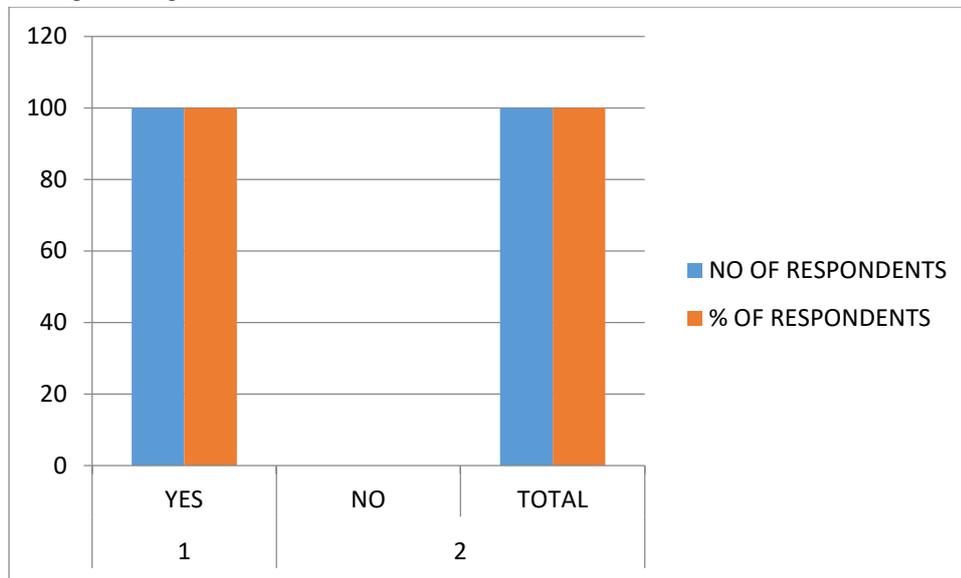
From the above data it implies that most of the employees are facing issue with the duration in Training and Programme. The duration should be sufficient so that the employees can learn the things in relax manner and can give the best results.

8) 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	100	100
2	NO	0	0
	TOTAL	100	100



### REFERENCE:

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.

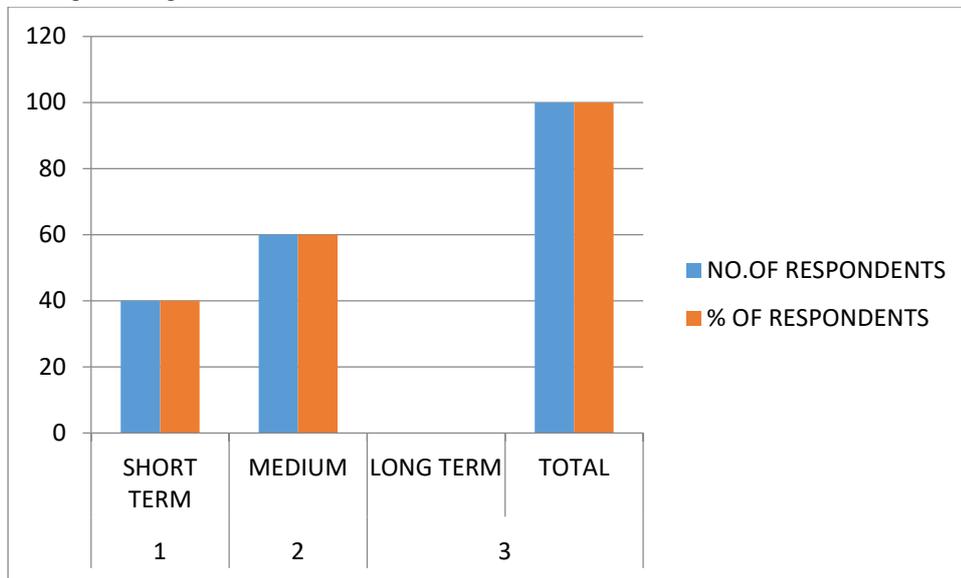
### INTERPRETATION:

From the above data it depicts that majority of the employees feels that incentives are needed for attending training programmes because if it is not given they may not take it seriously and may not attend the training programmes.

9) Duration of the strategy for individual employee programme is:

(a) Short term                      (b) Medium                      (c) long term

S.NO	OPTIONS	NO.OF RESPONDENTS	% OF RESPONDENTS
1	SHORT TERM	40	40
2	MEDIUM	60	60
3	LONG TERM	0	0
	TOTAL	100	100



**REFERENCE:**

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.

**INTERPRETATION:**

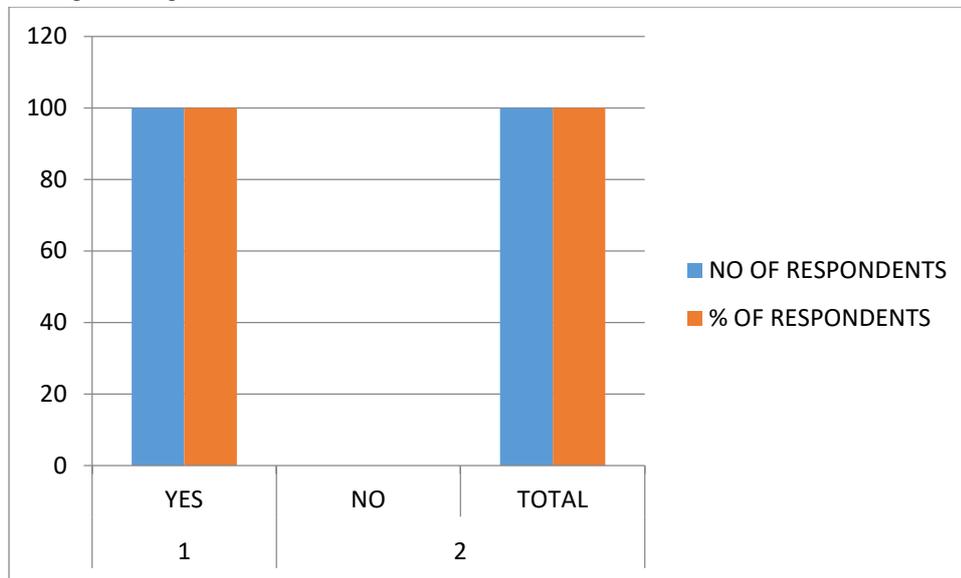
From the above data most of the employees opted for medium term programme duration. But it always depends on the Training and development process.

10) Do you have promotional policies in organization?

(a) YES

(b) NO

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



### REFERENCE:

By the above data it states that 100% of the employees responded that they have promotion policies in the organization

### INTERPRETATION:

From the above data it implies that the organization has the Promotional policies which helps the management and employees to go through. If there is no Promotion policy it may lead to misunderstanding between employee and management.

## IX. FINDINGS

- From the above study it is clearly depicted that organization expect the workers to increase productivity more as 70% of the respondents say that the organizational goal is to increase productivity. 70% of the employees say that organization give importance to employees.
- It is true as they were provided on the job and off the job training to make their competencies skills strong so that they will not face any difficulty during the work.
- 90% of the respondents agreed that the employees recruited for implementing SHRM were qualified professionals.
- 100% of the employees feels that the organization will get success due to implementation of strategic Human Resource Management.
- The researcher suggested that the strategic plan should not be reinforced on the employees rather that slow revolutions make into big success.
- It is also suggested that the organizations should conduct survey periodically to get to know the need of their employees so that proper training will be provided to them to reach the success of the organizations.

## X. 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.
- The organization should also have high emphasis on the accuracy of performance in the training program.
- 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.
- All the employees should be provided a minimum and basic technical knowledge.

## XI. CONCLUSION

- The training and STRATEGY program in ADITYA BIRLA LIMITED is focused on new and old employees.
- Training program is conducted quarterly.
- Training and developing program in ADITYA BIRLA LIMITED is based on the performance and seniority.
- The HRM STRATEGY program in ADITYA BIRLA LIMITED 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 training program being undergone.
- The training program is very much relevant to the present nature of work.

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