

Alignment of HR Practices with Organizational Strategies

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The present study, made in an integrated Navaratna public sector unit viz. Visakhapatnam Steel Plant, examines the configuration, alignment and integration between HR practices (Welfare, Compensation Management, Structure and Policies, H R Flow, H R D, Communication Systems, Performance Management, Culture and Industrial Relations) and the Organizational Strategies (Primary Statements: Vision Statement, Mission Statement, Core Values and Core Competencies and Supportive Statements: Corporate Strategy, Business Strategy, HRM Strategy). Out of a sample of 183 employees, drawn from top management positive responses were received from 165. The study was carried out with the help of Factor Analysis, Means Analysis and Pearson Correlation. No correlation was found between Structure & Policies and Business and H R M strategies.

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Introduction

Human resource management is a varied subject and interlinked with internal and external dynamics. Human resource management as a profession has gathered enough material and faced changes to meet the strategic requirements (Sparrow & Pettrigew, 1990). Human resources management cannot be viewed in isolation and has to be systematically assessed with organizational goals. The role of a HR manager is to be a strategic partner (Ulrich, 1998). The strategic requirements are to be addressed by the human resources management. The globalization effect has created impacts on workforce demographics, bottom-line, market reach, technological changes, intellectual capital, and the importance of managing human resources (Devanna, Fombrum & Tichy, 1981; Wright & Snell, 1998).

Speaker (2000) views activities of relations, compensation and planning as strategic with high value. Sparrow (1986) postulates strategic human resource management as implementation of practices that generate the be-

haviors and competencies to gain its strategic goals. The welfare management has graduated to strategic human resource management, and the concept has originated from resource based view. Strategic human resource management provides people oriented solutions to business problems.

Organizational & HRM Strategies

Organizational strategy is a detailed assessment from which it derives its evolution and the objectives of existence. The strategy spells out the direction of the business. The corporate strategy is that strategy made at corporate level to create competitive advantage in the marketplace. Evaluation of the competitive implications of broad trends, analysis of competitors, identification of growth opportunities and creation of successful brands are involved in the corporate strategy. Porter's (1980) corporate strategies are growth, stabilization and retrenchment. Growth is the expansion, development and creation of new assets and business. The business through consolidation acquires stabilization and retrenchment strategy involves rightsizing the business. Porter (1980) clarifies business strategy as planned deployment of resources and creation of an environment to achieve stated objectives. The business strategy is the action plan which designs, executes and evaluates the course to attain the stated objectives. Patra (2011) clarifies that business strategy is the purpose, goals, objectives and plans to attain the business goals. Therefore the term is to be understood in the perspective of business environment.

Porter (1980) classifies business strategies as generic and competitive strategies. The cost leadership strategy focuses on either low cost or high cost premium market. The strategy derives direction from the strategic intents; the sources for these intents are vision, mission and organization objectives. The vision is a statement of the future of the organization that is compelling and driving force, mission is more articulate, measurable, written and focused over time. The objectives are framed with above intentions. The primary objective of HRM may be categorized into four objectives societal, organizational, functional and personal. The societal objectives refer to legal compliance, benefits, union-management relations; organizational objectives are categorized as human resource planning, employee relations, selection, training and development, appraisal, placement, assessment; the functional objectives may be appraisal, placement, assessment; and the personal objectives are training and development, appraisal, placement, assessment. HRM is strategic by its very nature and all its elements have strategic linkages (Wright & McMahan, 1992). The core competencies refer to those unique qualities of the human resources that determine the organizations competitive advantage. The core values are the standards of morality for which the organization stands.

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The HRM practices are procurement, development, compensation, integration and maintenance (Edwin Fillipo, 1980). Harvard Business Review model defines practices as HR flow, work flow and reward flow. HRM practice refers to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of the organizational goals. The contribution of HRM to organization strategy is best achieved by having the best fit. This strategic fit aims at utilization of human resources to achieve organizational goals. Salaman Graeme (2000) view fit as planned deployment of human resources and its activities. This fit refers to two kinds, horizontal fit and vertical fit. Horizontal fit is the alignment of HRM practices and vertical fit refers to the alignment of these practices with the management strategy. Porter (1980) clarifies that these practices and alignment brings organizational excellence.

The determinants of horizontal fit and vertical fit may be classified as:

- HR function factors: HR policy, option, investment and budget.
- Capability and ability factors: HR manager's capability, top manager's ability and support, employee's knowledge and skills.
- Firm level factors: nature of strategy, values and culture.

The approaches to integration of strategies may be grouped into three types': contingency approach, best

practice approach and bundled approach (Salaman Graeme, 2000). Contingency approach is based on situational variables namely decision, espoused values and situation. The best practice approach relies on such practices which are universal, proved as the best and on application provides comparatively superior performance. The bundling approach refers to combination of best practices and contingency practices as per the requirement. Each of the HR practices operates as complementary or supplementary to each other. The empirical studies by Huselid and Becker (1997) have established relationship between financial returns, human resource management (HRM) system, operational excellence and alignment with business strategic goals. Further, perceptual performance is high when HR strategies are aligned with organizational strategies (Youndt, Snell, Dean, & Lepak, 1996). Smith (1982) has examined the HR practices followed at different stages of organizational growth and Schuler and Jackson (1987) have classified generic strategies of HR practices as dynamic growth, extract growth and turnaround strategy. Sumantra Ghoshal and Christopher Bartlett (1997) emphasize on McKinsey's 7-S framework and the need for the alignment of seven organizational variables; superordinate goals, strategy, structure, systems, staff, skills, and style. Core competencies are the unique abilities of the human resources which give distinct competitive advantage (Hamel & Prahalad, 2002). The core values are the building blocks of the culture and determine the

extent of vertical and horizontal fit. The alignment of core competencies and core values with HR strategies is an area of priority.

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Methodology

The present study was made in an integrated Navaratna public sector unit, Visakhapatnam Steel Plant (a unit under Rashtriya Ispat Nigam Limited) and examines the configuration, alignment and integration between HR practices and the organizational strategies. Visakhapatnam Steel Plant is a turn-around organization from 2001 and expanded its production capacity to 6.5 million tons of iron and steel through internal accruals. The annual turnover in 2014 is Rs.10,500 crores and profitable. The Visakhapatnam Steel Plant provides direct employment to 18,440 (Executives:6,319, Non-Executives:11,597 and Trainees:524) and with productivity of 350 tons per person. The study is made with the following two dimensions: 1. HR practices, 2. Organizational strategies.

The HR Practices are conceptualized into nine factors and organizational strategies into seven intent factors. The study was conducted with the objective to examine the extent of alignment of the HR practices with the organizational strategies. Further, it sought to find out the factors influencing the strategic fit between

the human resources practices and the organizational strategies. The hypothesis framed for the study is:

H₀: There is an alignment of Human Resources Practices with Organizational Strategies.

The sample is selected from the universe by applying convenience sampling technique. The sample size is 10% of the universe drawn from executives in the grade of senior manager (E-5) to Executive Director (E-9) i.e. 183 employees. The questionnaire was distributed to the selected sample and the responses received were 165. The percentage of questionnaires received was 90% of the sample selected, which is good for a study of this nature. The study was disseminated with the help of factor analysis, the factor loadings were duly noted, subsequently means were calculated and Pearson Correlation test was applied to study the significance of the relationship. The mean scores are graded as follows for descriptive analysis:

- | | |
|-----------------------|-------------|
| 1. ≥ 4 | is High |
| 2. ≥ 3 and < 4 | is Moderate |
| 3. < 3 | is Average |
| 4. ≤ 2 | is poor |

Results

The data collected is tested for its reliability with Cronbach's Alpha reliability test. The reliability coefficients (Table 1) for personnel and employment, HR Practices and Organizational Strategies are greater than 0.6 which is considered as acceptable.

Table 1 Cronbach's Alpha Reliability Coefficients

Reliability Coefficients					
Personnel and Employment details		H R Practices		Organizational Strategies	
No. of Items	Alpha	No. of Items	Alpha	No. of Items	Alpha
7	0.7205	54	0.9114	24	0.9130

Table 2 KMO & Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.864
Bartlett's Test of Sphericity	Approx. Chi-Square	565.830
	Df	36
	Sig.	.000

Table 3 Communalities Extraction Method: Principal Component Analysis.

	Initial	Extraction
Structure & Policies	1.000	.256
HR flow	1.000	.225
Culture	1.000	.723
Performance Mgt	1.000	.608
Compensation	1.000	.444
Welfare	1.000	.524
Industrial Relations	1.000	.506
HRD	1.000	.495
Communications	1.000	.543

Table 4 Total Variance Explained

Component	Initial			Extraction		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.322	48.028	48.028	4.322	48.028	48.028
2	.946	10.508	58.536			
3	.847	9.411	67.947			
4	.764	8.491	76.438			
5	.559	6.210	82.648			
6	.491	5.452	88.100			
7	.461	5.123	93.223			
8	.380	4.224	97.447			
9	.230	2.553	100.000			

Extraction Method: Principal Component Analysis.

Table 5 Component Matrix-Rotation Method: Varimax with Kaiser Normalization.

	Component
Structure & Policies	.506
HR flow	.474
Culture	.850
Performance Mgt	.780
Compensation	.666
Welfare	.724
Industrial Relations	.711
HRD	.703
Communications	.737

Rotation converged in 1 iteration.

The validity of the HR practices was established with factor analysis. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.864 and it is more than the requirement (.60) and Bartlett’s Test of Sphericity was significant (Table 2). The communalities with initial value 1 and its extractions were derived (Table 3). Further, when extractions were made using Principal Component Analysis (Table 4) with Eigen values ≥ 1 , the total variance is explained

by one factor (48.028 per cent). The component matrix on rotation using Varimax with Kaiser Normalization (Table 5) shows the factor loadings (0.474 – 0.850).

The Organizational strategies factors were also tested with factor analysis and the factors have met the requirements. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.86 and Bartlett’s Test of Sphericity was significant (Table 6). The communalities with initial value 1 and extractions are derived using principal component analysis (Table 7) and all found to be above 0.558. The variance explained by two factors (Table 8) is to the extent of 70.40 per cent. The components were rotated using Varimax with Kaiser Normalization and was converged on 3 iterations (Table 9). The Vision, Mission and Core Competencies are Primary. Corporate Strategy, Business Strategy and HRM Strategy are supportive to primary.

Table 6 KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.860
Bartlett’s Test of Sphericity	Approx. Chi-Square
	500.144
	df
	21
	Sig.
	.000

Table 7 Communalities Extraction Method: Principal Component Analysis.

	Initial	Extraction
Vision	1.000	.766
Mission	1.000	.706
Corp. Strategy	1.000	.666
Business Strategy	1.000	.754
HRM Strategy	1.000	.790
Core Values	1.000	.688
Core Competencies	1.000	.558

Table 8 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.855	55.067	55.067	3.855	55.067	55.067	2.907	41.534	41.534
2	1.073	15.332	70.399	1.073	15.332	70.399	2.021	28.865	70.399
3	.566	8.089	78.489						
4	.463	6.612	85.101						
5	.398	5.683	90.784						
6	.347	4.962	95.746						
7	.298	4.254	100.000						

Extraction Method: Principal Component Analysis.

Table 9 Rotated Component Matrix

	Component	
	1	2
Vision	.856	.179
Mission	.791	.284
Corp. Strg	.550	.603
Business Strg	.168	.852
HRM Strg	.204	.865
Core Values	.809	.183
Core Competencies	.722	.193

Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 3 iterations.

The data is analyzed under the following groups: a) Profile Analysis, b) HR Practices, c) Organizational Strategies and d) Alignment between HR Practices and Organizational Strategies of VSP.

Profile Analysis

The descriptive statistics of the profile variables consisting of personal and employment data was analyzed. The age - gender profile distribution for males (53.9 percent) and females (7.3 percent) in 40 - 50 years age group is

maximum. The gender - department distribution shows males in the works department as 84.8 percent and non - works department as 7.9 percent and 92.7 percent females are only from non-works department. The respondents' distribution designation wise is as follows: Senior Managers are 18.2 percent, AGM's are 50.3 percent, DGM's are 21.8 percent, GM's are 9.1 percent and ED is 0.6 percent. The grades include from E5 to E9 and from both works and non-works departments.

Table 10 Descriptive Statistics

	Mean	Std. Deviation
Age	3.25	.57
Length of Service	3.05	.60

HR Practices

The Welfare, Compensation and Structure and Policies were the highest priority for Works Department whereas Welfare, Structure and Policies and Compensation were for Non-Works Department (Table 11). The per-

ception of the Works Department employees in the order of mean ranking are Welfare (77.2 percent: 3.86), Compensation Management Practices (77 percent, x:3.85), Structure and Policies (76.80 percent, x: 3.84) , H R Flow (74.5 percent, x:3.73) H R D (74.40 percent, x:3.72), Communication Systems (74.40 percent, x:3.72), Performance Management (73.90 percent, x:3.70), culture (72.60 percent, x:3.63) and Industrial Relations (72.60 percent , x:3.63) and all the dimensions have moderate scores.

The perception of the Non - Works Department employees in the order of mean ranking are Welfare (82.60 percent: x:4.13), Structure and Policies (79.20 percent, x: 3.96), Compensation Management (78.60 percent, x:3.93), Communication (78.40 percent, x:3.92), Performance Management (76.13 percent, x:3.81), Industrial Relations (76.20 percent, x:3.81), H R D (75.60 percent, x:3.78), Culture(74.60 percent, x:3.73) and HR Flow(74percent, x:3.70). Except for Welfare (x: 4.13 and is high) all the dimensions have moderate scores.

Table 11 Means of HR Practices and Organization Strategies

HR Practices	Number of Factors	Means		Organization Strategies	Number of Factors	Means	
		Works Department	Non-Works Department			Works	Non-Works Department
Structure and Policies	6	3.84	3.96	Vision	7	4.02	4.15
HR flow	7	3.73	3.70	Mission	6	3.97	4.1
Culture	12	3.63	3.73	Corporate Strategy	4	3.84	3.98
Performance Management	6	3.70	3.81	Business Strategy	2	3.69	3.54
Compensation Management	4	3.85	3.93	HRM Strategy	2	3.66	3.66
Welfare	7	3.86	4.18	Core Values	2	4.18	4.36
Industrial relations	4	3.63	3.81	Core Competencies	1	4.15	4.36
HRD	4	3.72	3.78				
Communication	5	3.72	3.92				

Organizational Strategies

Organizational strategy is defined as the strategies that are adopted by the organization to achieve its main objectives. The organizational strategies are spelt out through the following intent statements: primary statements; vision

statement, mission statement, core values and core competencies and supportive statements; corporate strategy, business strategy and HRM strategy.

The perception of the Works Department employees(Table 11) on Vision Statement (x:4.02, 80.40 percent) Mis-

sion Statement (x:3.97, 79.40 percent) Corporate Strategy (x:3.84,76.80 percent) Business Strategy (x:3.69,73.80 percent), H R M Strategy (x:3.66,73.28 percent) Core Values (x:4.18, 83.60 percent) and Core Competencies(x:4. 15,83 percent) are high to moderate. The perception of the Non - Works Department employees on Vision Statement (x:4.15,83 percent), Mission Statement (x:4.1,82 percent), Corporate Strategy (x:3.98,79.60 percent), Business Strategy (x:3.54,70.80 percent), H R M Strategy (x:3.66, 73.28 percent),Core Values (x:4.36, 87.20 percent) and Core Competencies (x:4.36, 87.20 percent) are reasonably high and moderate.

Alignment

In order to test the hypothesis that there is perfect alignment of HR practices with organizational strategies correlation statistics was used, correlation analysis is done using SPSS package. The test was done in the following manner for comprehensive analysis: The H R practices are correlated with organizational strategies factor wise, the resultant matrix along with significant values are shown in Table 12. The values are tested for significance at 5 percent and 1 percent level. The correlation matrix shows that HR flow is correlated with structure & policies and core competencies at 5 percent level. Further, structure

Structure & policies are not correlated with business strategies and HRM strategy.

& policies is not correlated with business strategies ($r=0.127$) and HRM strategy ($r=0.048$) whereas all other factors are correlated with each other at 1 percent level. The findings are very interesting as both business strategy and HRM strategy are correlated ($r=0.600$) at 1 percent, but not with structure and policies. The hypothesis was not found to be true due to non-correlation of structure & policies with business strategy and HRM strategy. Therefore, structure & policies requires attention.

Discussion

The reliability and validity of the instruments were established. As the sample is drawn from senior level management the age - gender distribution interpretation reveals that maximum number of employees is found to be in the age group of 40-50 years. The majority of respondents are from Works Department and male (84.5 percent). The distribution has AGM cadre employees from Works (39.4 percent) and Non-Works (10.9 percent) departments. The compositions from senior management shows majority are non-natives of Visakhapatnam. The designation-length of service has relation but in a few cases the length of service is less in AGM cadre as there is direct recruitment at senior cadre. The Department – Length of service relationship shows majority from Works (57 percent) and Non-Works (10.9 percent) departments and are in the service period of 20-30 years. Further, 17.0 percent of Works Department and 2.4percent of Non-Works Department employees are having more than 30 years

Table 12 Pearson Correlation (HR Practices – Organization Strategies)

	Structure & Policies	HR Flow	Culture	Performance Management	Compensation	Welfare	Industrial Relations	HRD	Communication	Vision	Mission	Corp. Strategy	Business Strategy	HRM Strategy	Core Values	Core Competencies
Structure & Policies	1.000															
HR Flow	.187*	1.000														
Culture	.392**	.350**	1.000													
Performance Management	.286**	.388**	.646**	1.000												
Compensation	.264**	.235**	.403**	.417**	1.000											
Welfare	.382**	.191**	.612**	.455**	.568**	1.000										
Industrial Relations	.226**	.218**	.629**	.499**	.364**	.418**	1.000									
HRD	.328**	.342**	.549**	.520**	.331**	.363**	.468**	1.000								
Communication	.261**	.259**	.561**	.521**	.539**	.429**	.472**	.435**	1.000							
Vision	.318**	.293**	.509**	.472**	.491**	.612**	.409**	.422**	.526**	1.000						
Mission	.207**	.346**	.556**	.524**	.435**	.525**	.538**	.449**	.551**	.674**	1.000					
Corp. Strategy	.220**	.256**	.521**	.532**	.396**	.364**	.510**	.452**	.509**	.511**	.575**	1.000				
Business Strategy	.127	.354**	.465**	.419**	.180**	.178**	.356**	.365**	.356**	.337**	.367**	.483**	1.000			
HRM Strategy	.048	.387**	.349**	.414**	.177**	.158**	.360**	.354**	.347**	.344**	.400**	.566**	.600**	1.000		
Core Strategy	.253**	.293**	.378**	.426**	.443**	.487**	.335**	.361**	.479**	.644**	.605**	.525**	.335**	.314**	1.000	
Values	.297**	.190*	.345**	.329**	.266**	.280**	.306**	.245**	.415**	.564**	.493**	.458**	.284**	.349**	.478**	1.000
Competencies																

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Table 13 Pearson Correlation (Personal & Employment details - HR Practices)

	Age	Gender	Nativity	Length of Service	Department	Designation	Grade Structure & Policies	HR flow	Culture	Performance Mgt	Compensation	Welfare	Industrial Relations	HRD	Communications
Age	1														
Gender	-0.125	1													
Nativity	0.122	.166*	1												
Length of Service	.568**	-0.026	0.07	1											
Department	0.049	.663**	0.114	-0.039	1										
Designation	.563**	-0.076	0.107	.453**	-0.076	1									
Grade structure & Policies	.563**	-0.076	0.107	.453**	-0.076	1.000**	1								
hr flow	0.091	0.129	-0.035	.170*	0.115	0.126	0.126	1							
Culture	-0.063	-0.11	-0.005	-0.037	-0.025	-.185*	-.185*	.187*	1						
Performance Mgt	0.012	-0.048	-0.08	0.02	0.07	0.088	0.088	.392**	.350**	1					
Compensation	0.077	0.013	-0.134	0.084	0.077	0.108	0.108	.286**	.388**	.646**	1				
Welfare	0.093	-0.064	0.057	0.048	0.063	0.004	0.004	.264**	.235**	.403**	.417**	1			
Industrial Relations	0.112	0.048	0.07	0.009	.188*	-0.018	-0.018	.382**	.191*	.612**	.455**	.568**	1		
HRD	0.001	0.046	-0.099	0.036	0.112	0.126	0.126	.226**	.218**	.629**	.499**	.364**	.418**	1	
Communications	0.087	0.019	0.037	0.144	0.035	0.026	0.026	.328**	.342**	.549**	.520**	.331**	.468**	.468**	1
	-0.112	0.044	0.071	-0.069	0.137	-0.003	-0.003	.261**	.259**	.561**	.521**	.539**	.472**	.472**	.435**

***. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 14 Pearson Correlation (Personal & Employment details – Organizational Strategies)

	Age	Gender	Nativity	Length of Service	Department	Designation	Grade	Vision	Mission	Corp. Strg	Business Strg	HRM Strg	Core Values	Core Competencies
Age	1													
Gender	-0.125	1												
Nativity	0.122	.166*	1											
Length of Service	.568**	-0.026	0.07	1										
Department	0.049	.663**	0.114	-0.039	1									
Designation	.563**	-0.076	0.107	.453**	-0.076	1								
Grade	.563**	-0.076	0.107	.453**	-0.076	1.000**	1							
Vision	0.042	0.028	0.052	0.054	0.091	-0.053	-0.053	1						
Mission	-0.022	0.046	-0.038	0.029	0.095	-0.008	-0.008	.674**	1					
Corp. Strg	0.036	0.081	0	0.134	0.081	0.071	0.071	.511**	.575**	1				
Business Strg	-0.097	-0.131	-0.076	0.036	-0.075	-0.019	-0.019	.337**	.367**	.483**	1			
HRM Strg	-0.014	0.001	-0.077	-0.023	-0.002	-0.057	-0.057	.344**	.400**	.566**	.600**	1		
Core Values	0.075	0.095	0.077	0.107	0.105	-0.016	-0.016	.644**	.605**	.525**	.335**	.314**	1	
Core Competencies	-0.056	.231**	0.056	0.094	0.109	0.049	0.049	.564**	.493**	.458**	.284**	.349**	.478**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

of service. Therefore, the employees are associated with the organization for a reasonable length of time. Further, all the respondents are from E-5 to E-8 grades.

The percentage and means of the factor of HR practices from Works Department (74.57 percent) and Non-Works Department (79.20 percent) have agreed about the existence of perfect structure and policies in Visakhapatnam Steel Plant. All the HR practices are having high to moderate means with significant inter correlation. Except for HR flow all other factors were inter-correlated at 1 percent level. In the next step, the factors of organizational strategies were analyzed and the findings were reasonably good.

The vision, mission statements, core values and core competencies were perfect for both Works and Non-Works departments. And they form the primary strategies. The analysis of Corporate Strategy, Business Strategy and HRM Strategy are moderate for Works and Non-Works departments and form secondary strategies. The correlation figures reveal that factors of HRM practices and organizational strategies are aligned with each other except structure and policies with business strategy and HRM strategy.

Factors of HRM practices and organizational strategies are aligned with each other except structure and policies with business strategy and HRM strategy.

The structure and policies are perceived as moderately perfect but the same has no relation with business and HRM strategy. Therefore the hypothesis was found to be untrue. The deployment of human resources in a systematic pattern to enable an organization to achieve its goals (Mathis & Jackson, 1985; Beer, Spector, Lawrence, Mills & Walton, 1984) and its alignment with corporate and business strategies is a crucial determinant to the success of the organization. The delivery of HR practices is a significant competency of HR professionals (Ulrich, Brockbank, Yeung & Lake, 1995). The structure and policies in this study were not aligned as perceived because of internal or external factors.

The study results are exceptional as structure and policies as HRM practices failed to align with business strategy and HRM strategy whereas it aligned with corporate strategy. Future studies may be oriented to examine whether perfect alignment with corporate strategy leads to excellence and whether independent role is played by each of the organizational strategies on alignment with HRM practices.

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