Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 5 | May 2026 -Peer-Reviewed Journal

A STUDY ON STRATEGIC HUMAN RESOURCE MANAGEMENT AT SCHNEIDER ELECTRIC

P.Vasanthra
MBA (Hr &Finance), Sri Muthukumaran Institute of Technology

ABSTRACT
This study focuses on Strategic Human Resource Management (SHRM) in Schneider Electric India Pvt Ltd. The main purpose of the study is to understand how strategic human resource practices contribute to organizational growth, employee development, and business success. The study was conducted using a survey method among employees of the organization with the help of a structured questionnaire. A sample size of 50 respondents was selected from different departments of the company. The study mainly emphasizes employee training, HR planning, recruitment, performance appraisal, and workforce development practices followed in the organization. The findings indicate that employees are generally satisfied with HR practices, training programs, and performance management systems implemented in the organization. The study also highlights the importance of digital HR systems, employee involvement, and strategic planning in improving organizational effectiveness and employee satisfaction.

CHAPTER I – INTRODUCTION

Strategic Human Resource Management refers to the process of aligning human resource policies and practices with organizational goals and strategies. It focuses on integrating human resource management with the strategic objectives of the company in order to improve organizational performance and achieve competitive advantage. Human resources are considered one of the most valuable assets of any organization. Effective management of human resources helps organizations improve productivity, innovation, teamwork, and employee commitment. Strategic HRM ensures that the right employees are recruited, trained, motivated, and retained to support the organization's mission and vision. Organizations practicing SHRM continuously evaluate workforce requirements and design policies that support business growth and organizational sustainability.

The study aims to analyze the strategic HR practices followed in Schneider Electric India Pvt Ltd and evaluate employee perceptions regarding HR planning, recruitment, training, performance appraisal, and employee support systems. The study also examines the role of HR executives in aligning workforce capabilities with business requirements. By understanding employee opinions and organizational practices, the research attempts to identify strengths and areas for improvement in the company's HR management system.

Strategic HRM also contributes to organizational success by improving communication, employee morale, job satisfaction, and productivity. Effective HR planning helps organizations manage workforce challenges, technological changes, and market competition. In today's business environment, organizations increasingly depend on skilled employees and modern HR systems to maintain efficiency and achieve sustainable growth. Therefore, the study of SHRM has become highly important for understanding how organizations manage their workforce strategically to meet changing business needs.

INDUSTRY PROFILE

The electrical manufacturing industry is one of the most important sectors contributing to industrial and economic development worldwide. The industry includes the production of electrical equipment, automation systems, transformers, motors, wiring devices, power systems, and energy management technologies. The sector supports infrastructure development, smart manufacturing, renewable energy, transportation, and communication industries. Technological advancements such as automation, artificial intelligence, Internet of Things (IoT), and smart energy systems have transformed the electrical manufacturing industry significantly.

The increasing demand for renewable energy systems, electric vehicles, smart homes, and industrial automation has created new opportunities in the electrical manufacturing industry. Companies are adopting sustainable manufacturing practices and developing eco-friendly products to meet environmental regulations and customer expectations. However, the industry also faces challenges such as supply chain disruptions, technological changes,

increasing competition, and shortage of skilled labor. To overcome these challenges, organizations are investing in workforce training, digital transformation, and innovation-based strategies.

The future of the electrical manufacturing industry depends on digitalization, electrification, sustainability, and innovation. Companies that effectively integrate advanced technologies, skilled workforce, and sustainable practices are expected to achieve long-term success and growth in the competitive global market.

COMPANY PROFILE

Schneider Electric is a leading multinational company specializing in energy management and automation solutions. Founded in 1836 and headquartered in France, Schneider Electric operates in more than 100 countries worldwide. The company provides innovative solutions for homes, buildings, industries, infrastructure, and data centers. Schneider Electric focuses on improving energy efficiency, sustainability, and digital transformation through advanced technologies and automation systems.

OBJECTIVES OF THE STUDY

The primary objective of the study is to analyze Strategic Human Resource Management practices followed in Schneider Electric India Pvt Ltd, Chennai. The study aims to understand how HR activities are aligned with organizational goals and business strategies.

The secondary objectives of the study include analyzing employee awareness regarding organizational business needs and strategies, evaluating the effectiveness of formal job analysis practices, understanding recruitment and selection methods followed in the organization, and examining employee perceptions regarding training and development programs. The study also aims to analyze performance appraisal systems, employee support mechanisms, and the use of HR information systems within the organization.

Another important objective is to identify employee satisfaction levels regarding HR practices and determine how strategic HR activities contribute to employee productivity, motivation, and organizational effectiveness. The study further attempts to provide suggestions for improving HR planning, employee engagement, and workforce development practices in the organization.

NEED OF STUDY

Management finds deviation between employee's present specifications and the Job requirements and organizational needs.
Fraining refers to the teaching and learning activities carried on for throwy purpose of helping members of an organization.
Training is concerned with increasing the knowledge and skills of cytes doing jobs and development involves the growth of employees in all aspect

SCOPE OF STUDY

Analyzing learning programs, skill development initiatives, and leadership training.
Evaluating the performance evaluation systems and their alignment with сотрейл objectives.
Understanding reward structures, salary benchmarking, and employee relation goals. strategies.

REVIEW OF LITERATURE

Wright and McMahan (2024) stated that human resources help organizations achieve competitive advantage through strategic HR practices.Becker and Huselid (2024) explained that High-Performance Work Systems improve employee and organizational performance.Randall Schuler and Susan Jackson (2020) focused on aligning HR policies with organizational objectives.

RESEARCH METHODOLOGY

The study adopted a descriptive research design to understand and analyze the current HR practices followed in the organization. Descriptive research helps in collecting detailed information regarding employee opinions, organizational systems, and HR management practices. The study used both primary and secondary data sources for collecting information.

Primary data was collected directly from employees and HR executives using a structured questionnaire. The questionnaire included questions related to HR planning, recruitment, training, performance appraisal, HR information systems, and employee support practices. The study used simple random sampling technique to select

respondents from different departments of the organization. A total sample size of 50 employees was selected for the research.

Secondary data was collected from company records, HR manuals, websites, journals, and books related to Strategic Human Resource Management. Statistical tools such as percentage analysis, tabulation, bar charts, and Likert scale analysis were used for interpreting the collected data. The methodology helped in obtaining reliable information regarding employee perceptions and organizational HR practices.

The research methodology also ensured systematic collection and analysis of information related to HR planning, workforce management, training systems, and employee development initiatives. The study provides meaningful insights into the effectiveness of strategic HR practices implemented in Schneider Electric India Pvt Ltd.

DATA ANALYSIS AND INTERPRETATION

The analysis of collected data revealed that a majority of employees believe that HR executives are aware of organizational business needs and strategies. Most respondents agreed that the organization takes efforts to create awareness among employees regarding company objectives, customer requirements, and organizational performance. Employees also expressed positive opinions regarding systematic HR planning and formal job analysis practices followed in the company.

The study found that the organization gives importance to recruitment through print advertisements and online career sites. Permanent employment contracts were preferred by most employees, indicating stability and long-term workforce planning within the organization. Employees also highlighted that innovation, creativity, and efficiency are important factors considered in workflow management.

The findings further indicate that the organization uses computerized HR information systems with updated software for managing HR activities effectively. Most employees agreed that performance standards are developed carefully and performance appraisal systems are implemented fairly within the organization. Employees also reported that supervisors encourage them to apply their training knowledge in the workplace and provide support for learning and development activities.

Training programs conducted by the organization were found to be effective, with employees indicating that training equipment and methods are similar to actual job conditions. Employees who utilize training effectively are often given preference for new assignments and responsibilities. Overall, the findings suggest that Schneider Electric maintains effective HR systems that support employee growth, motivation, and organizational performance.

CHI-SQUARE ANALYSIS AND CORRELATION

The study used Chi-Square analysis to determine whether there is a significant difference in employee opinions regarding formal job analysis practices in the organization. The calculated Chi-Square value was greater than the table value, indicating that employee responses differ significantly regarding formal job analysis. This result shows that employees have varying perceptions about how effectively job analysis practices are implemented within the organization.

The study also used correlation analysis to examine the relationship between HR requirement planning and workforce planning effectiveness. The correlation coefficient value showed a strong positive relationship between the two variables. This indicates that systematic HR planning contributes positively to effective workforce management and organizational performance.

The statistical analysis confirms that strategic HR practices such as workforce planning, performance appraisal, and training programs have a positive impact on employee productivity and organizational effectiveness. The analysis also supports the importance of aligning HR practices with organizational strategies for achieving business goals and competitive advantage.

FINDINGS AND SUGGESTIONS

The study revealed several important findings regarding Strategic Human Resource Management practices followed in Schneider Electric India Pvt Ltd. A majority of employees expressed satisfaction with HR planning, recruitment systems, training programs, and performance appraisal methods. Employees believed that HR executives are aware of business needs and strategies and that the organization provides opportunities for learning and career development.

The study also found that employees value innovation, creativity, teamwork, and continuous improvement within the organization. The use of computerized HR systems and structured training programs has improved organizational efficiency and employee productivity. However, some employees expressed neutral or negative opinions regarding certain HR practices, indicating the need for continuous improvement and communication.

The study suggests that the organization should strengthen employee engagement activities, improve communication between management and employees, and provide more opportunities for skill development and career growth. Regular feedback systems, transparent performance appraisal methods, and advanced HR technologies should be implemented to improve employee satisfaction and organizational effectiveness.

The organization should also focus on leadership development, succession planning, diversity management, and employee retention strategies. Continuous investment in workforce development and strategic HR planning will help Schneider Electric maintain competitive advantage and achieve sustainable growth in the future.

CONCLUSION

Strategic Human Resource Management plays a significant role in improving organizational performance and employee effectiveness. The study conducted at Schneider Electric India Pvt Ltd demonstrates that strategic HR practices contribute positively to employee development, motivation, productivity, and organizational success. The organization follows modern HR systems and emphasizes employee training, workforce planning, performance management, and employee engagement.

The findings indicate that employees are generally satisfied with the HR practices implemented by the organization. Strategic HRM helps the company align workforce capabilities with organizational goals, improve communication, and create a positive work environment. The use of digital HR systems, effective training methods, and structured performance appraisal systems has enhanced organizational efficiency and employee commitment.

In today's competitive business environment, organizations must continuously adapt their HR strategies to meet changing technological, economic, and workforce challenges. Schneider Electric's focus on sustainability, innovation, and employee development demonstrates the importance of strategic HR practices in achieving long-term business success. Overall, the study concludes that Strategic Human Resource Management is essential for improving organizational effectiveness, employee satisfaction, and sustainable competitive advantage.

BIBLIOGRAPHY

Book References

1. *Armstrong, M. (2020). Armstrong's Handbook of Strategic Human Resource Management (7th ed.). Kogan Page.*
2. *Schuler, R. S., Jackson, S. E., & Tarique, 1. (2010). Global Talent Management and Strategic Human Resource Management. Routledge.*
3. *Wright, P. M., & McMahan, G. C. (2011). Exploring Humen Capital: Patting 'Human' Back into Strategic Human Resource Management. SHRM FoundationBook References*
4. *Jackson, S. E., Schuler, R. S., & Werner, S. (2012). Managing Human Resources (11th ed.). South-Western Cengage Learning.*
5. *Lengnick-Hall, C. A., Lengnick-Hall, M. L., Andrade, L. S., & Drake, B. (2009). Strategic Human Resource Management: The Evolution of the Field. Human Resource Management Review, 19(2), 64-85.*

JOURNAL

1. *Becker, B. E., & Huselid, M. A. (1998), "High Performance Work Systems and Firm Performance," Research in Personnel and Human Resources Management.*
2. *Wright, P. M., & McMahan, G. C. (1992), "Theoretical Perspectives for Strategic Human Resource Management," Journal of Management.*

WEBSITE

1. *https://www.shrm.org/*
2. *https://www.cipd.co.uk/*
3. *https://hbr.org/topic/human-resources*