



A Study on the Perceptions & Practices of Strategic Human Resource Management among HR Professionals in Delhi NCR

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Abstract - The capacity of any organization to succeed rests on its workforce. Human resources hold the competencies to know-how proficiency needed to carry out organizational planning and policy. The development of a long-lasting competitive edge and enhanced company efficiency depends heavily on the human resources.

The Research delivers fascinating details about the development, implementation and perception of HR strategies in India context. The Research covers various outlooks such as:

- Strategic Alignment
- Implementation Challenges
- Technological Integration
- Employee Development
- Recruitment & Selection

The Research offers valuable insights into the perceptions and practices of Strategic Human Resource Management among HR professionals in Delhi NCR, one of the dynamic Business Centre. Implementing a strategy of mixed-methods approaches the research involves surveys and interviews from the HR professionals across industries.

Perceptions: -

The Research inspects how HR professionals in Delhi NCR perceive Strategic Human Resource Management. It looks into their idea of its core principles, its importance in organizational success and implementation challenge (Development of employees), Recruitment and selection.

Practices: -

Moving through the perceptions the research analyses the practices of Strategic Human Resource Management in Delhi NCR organizations. Research explores the extent to which HR departments are involved in activities like Talent Management & Development, Recruitment and selection, Reward and performance management systems aligned with strategic objectives.

The abstract brings a concise overview of the usual practices and the gaps identified where organizations need to improve the implementation and areas, they excel in using SHRM principles.

Implications: -

The research concludes by outlining some suggestions for HR professionals in Delhi NCR. It proposes recommendations based on the findings. The research emphasizes the power of SHRM to contribute a competitive advantage in the dynamic business picture of Delhi NCR.

Key Words: Strategic HRM, Delhi NCR, HR practices and perceptions, Competitive, Employee performance, Recruitment & selection, training and development,

INTRODUCTION

The collective knowledge, human capital, skills, abilities of the workforce of the organization is very crucial for the success of the organization. However, there has been a big transformation in the ways organizations manage and support their valuable resource. Human resources are basically the workforce who help the organization to attain its competitive edge in the market.

In the recent years, many researchers have paid attention to the rapidly increasing impact of practices & strategies used by HR professionals to increase the performance of the organization.

Strategic human resource management has surfaced from the shadow of routine administrative tasks to becoming an essential source of competitive edge that is closely related to the success and strategies of the organization.

The paper explores the history of SHRM, its increasing importance, Implementation challenges and its multiple application in today's business environment.

Early beginnings: The Administrative Era

Human Resources mainly functioned as a transactional function over the majority of the 20th century, focusing on essential but routine tasks like Recruitment, payroll and maintenance of the records. The referred to as “People function” functioned separately from the organization’s main strategic goals and was referred occasionally. The potential of the employees was not given much importance to contribute to the strategic goals of the organization like other parts in the system. Although, this age created employee rights and standard processes, but it lacked the energy and insight needed to succeed in the increasingly competitive as well as a complex business environment.

Shift to Strategy: Aligning workforce with purpose

The businesses considered their workforce undergone a fundamental change in the second half of the 20th century. Human capital was recognized as an essential source with the ability to boost profit, development and innovation rather than just an expense. The switch to SHRM from the hiring and firing was driven by this discovery. Renowned scholars like **Wayne Cascio**, **David Ulrich** and **Micheal Beer** promoted that the notion of HR procedures had to be in line with strategic goals of the organization. This involved investing in staff development, developing high-performance teams and developing an engaged culture.

Evolution of SHRM

A variety of key concepts evolved as SHRM’s foundations, defining the organizations strategic position. The focus in **Talent Management** has evolved from hiring people to identifying, retaining and developing the best potential employees. The development of a workforce prepared for the future demanded the adoption of competency models, succession planning and performance management systems.

High performance work systems: companies began developing high performance work systems that blended employee autonomy, communication and teamwork with organization’s goals. The goal of this entire approach is to maximize workforce potential.

Organization Development: A strong corporate culture is essential and OD procedures were implemented to improve trust, foster communication, and resolve internal disputes. Attracting and keeping top level management and optimizing their performance depended heavily on a supportive and stimulating work environment.

Work life balance: As the boundaries between work and personal life became less clear, progressive businesses adopted family-friendly policies, flexible work schedules, and employee well-being initiatives. This increased productivity and retention in addition to raising employee happiness.

1. Problem Statement

While many businesses in Delhi NCR are aware of the growing significance of SHRM in fostering organizational success, many still find it difficult to close the knowledge gap between theory and practice. The research project explores how the HR professionals in Delhi NCR perceive and use SHRM. It will concentrate on four main areas: employee development, integration of technology, strategic alignment and implementation challenges. Understanding these crucial elements will illuminate the present condition of SHRM in the area and pinpoint possible avenues for enhancement. The smooth integration of individuals with the strategic goals of the firm is a major difficulty facing modern managers. Organizations in Delhi NCR struggles to find people who can match their personal objectives with the goals of the company, even though this need is acknowledged. This suggests that there is a gap in the thorough understanding and execution of SHRM.

The study identifies following issues:

- **Aligning HR practices with business strategy** is crucial, and while this is acknowledged by firms, there are worries that there may be a gap between the two. In addition to identifying barriers to alignment, this study will investigate the degree to which HR professionals believes their practices are strategically linked.
- **Challenges with implementation:** even with strong SHRM rules, real world application frequently encounters obstacles. The particular difficulties face by HR professionals in Delhi NCR, including resource limitations, cultural hurdles and change resistance will be covered in detail in this study.
- **Technological integration:** There is a lot of room for improvement in SHRM as a result of technological improvement. Adoption, talent development, and data utilization still face obstacles, nevertheless, in order to determine what obstacles, stand in the way of efficient technological adoption, SHRM practices, this study will look at how things stand right now.
- **Employee Development:** Making Investments in this area is essential to the success of any firm. This study will determine best practices for improving participation, knowledge, and skills as well as the efficacy of employee development programs provided by Delhi NCR firms.

With the rapid economic expansion and intense rivalry, Delhi NCR is an area that is well-suited for this study's findings on SHRM. The results will be used for HR professionals, business leaders and scholarly investigators for developing a better grasp of the difficulties and ideal procedures involved in putting SHRM concepts into reality, to recognize connection between efficient SHRM and improved organizational performance, which will motivate them to fund HR programs more heavily.

The study aims to close the gap between theory and practice by examining SHRM views and practices within these four crucial areas.

2. Objective of the Study

The objective of this research is to discover more regarding the perspectives and practices of strategic human resource management (SHRM) among HR professionals in Delhi NCR. Five major subjects will be emphasized in particular: employee development, technological integration, implementation challenges, strategic alignment and recruitment and selection.

The goal of this research is to determine the extent to which HR practices align to the overall company strategy and objectives of the Delhi NCR-based industries. Examining if HR personnel believe there is a direct connection between HR initiatives and corporate goals is part of this.

Implementation obstacles: To identify the primary obstacles faced by HR professionals in implementing SHRM practices in their firms. This could involve a lack of alignment with organizational culture, opposition to change and resource restrictions.

Technological integration: To measure the degree of technological integration used in HR procedures by firms in Delhi NCR. This involves taking a look at how talent management, performance management, and other HR tasks are executed by using HR information systems, AI-powered tools, and other digital technology.

Employee development: To assess the effectiveness of the initiatives and programs for employee development provided by Delhi NCR organizations. This involves evaluating the kinds of programs provided, how well they match the requirements and career goals of the employees, and how they affect performance and employee engagement.

Expected Outcomes

- Contribute in the development of a greater understanding of Delhi NCR's present SHRM practices.
- Determine the best practices and obstacles that businesses encounter while putting successful SHRM initiatives into reality.
- Provide valuable insightful advice on how to better align their strategy, get past implementation roadblocks, make efficient use of technology, and foster employee growth.
- Make suggestions on how corporate leaders and legislators can foster an environment that is conducive to efficient SHRM practices.

3. Research Methodology

A Research design is an experimental plan, structure and approach designed to find answers to research to questions. It outlines the approach techniques and steps to follow when carrying out a specific investigation. The following components make up the research design:

(A) **Data collection:** Primary and secondary data is used to compile the study.

- **Primary Data:** In addition to conducting interviews with HR professionals, a structured questionnaire was prepared to gather primary data.
- **Secondary Data:** The secondary data was gathered from a variety of websites, books, working papers, thesis, national and international journals, and papers.

(B) **Population and Sample selection:** The research population comprised of HR professionals employed in manufacturing and service organization.

Target Groups	Distributed	Returned
HR Professionals	300	150
Total	300	150

(C) **Participants and methods:** The data were collected from HR workers, professionally based in Delhi NCR region using connections in organizations and using corporate social media channels and websites. A presentation letter was sent with a link to an online Google form containing questionnaire explaining the research objectives and that the participation is voluntary based and responses would be kept confidential, additionally they were asked to share the Google form link to their co-workers (HR Department) in the organization.

The collection of data took place in the month of January and 150 responses were collected out of 300.

4. LITERATURE REVIEW

Delhi NCR, India's growing National Capital Region, has a dynamic business climate that requires workers with creativity and agility. Strategic Human Resource Management (SHRM) is a key level for corporate success in this environment, beyond administrative duties. SHRM creates a competitive edge by coordinating people strategies with organizational objectives.

Organizations must use strategic human resource management, or strategic human resource management, to successfully navigate the complexity of the modern corporate environment. Understanding HR professional's views and practices on SHRM is crucial in Delhi NCR setting, where industries are changing quickly. In order

to give insights for the proposed study using a mixed-method approach, this literature review synthesizes existing knowledge on four major areas: such as strategic alignment, implementation challenges, technological integration and employee development.

Strategic Alignment: The synchronization of HR procedures with organizational objectives is known as strategic alignment. **Huselid's (1995)** research emphasizes how crucial it is to match business and HR strategies in order to improve organizational performance. Studies like those by **Gupta and Sharma (2018)** emphasize the value of strategic alignment in the Delhi NCR region to guarantee that HR practices effectively contribute to company objectives.

Implementation Challenges: While SHRM is widely acknowledged to be important there are a number of issues that can arise with its proper implementation. Research by **Lepak and Shaw (2017)** emphasizes challenges such resource limitations, top management support gaps, and opposition to change. Furthermore, studies conducted by **Wright and McMahan (2017)** highlight how difficult it is to use SHRM in various organizational situations, calling for customized strategies.

Technological Integration: The development of technology has transformed HR procedures, enabling SHRM to be more productive and efficient. **Lawler and Levenson's (2016)** research clarify how technology ntegration can improve employee engagement, streamline hiring procedures, and facilitate data-driven decision-making. Furthermore, HR professionals in Delhi NCR have the opportunity to optimize personnel management strategies thanks to advancements in artificial intelligence and analytics (**Rasmussen et al., 2019**).

Employee Development: Since it develops talent and promotes organizational growth, employee development is essential to SHRM. Research conducted in **2016 by Cascio and Boudreau** emphasizes how crucial it is to fund staff training and development in order to improve skills and flexibility. Moreover, **Huselid et al.(2018)**'s research highlights the connection between strategic investments in staff development and enhanced organizational performance.

Recruitment and Selection: Successful hiring and selection procedures are essential to attracting and keeping top personnel which in turn people's organizational success. In order to attract individuals that suit the desired culture and competences, **Ployhart and Moliterno's (2011)** research highlights the strategic necessity of aligning recruitment techniques with organizational goals. Furthermore, research conducted by **Wright and Colleagues (2018)** emphasizes the significance of selection techniques in forecasting job success and organizational fit.

Significance of the Study

This research aims to make an important contribution to the academic and practical domains by examining the attitudes and practices of SHRM in Delhi NCR via the lenses of strategic alignment, implementation challenges, technological integration, employee development and recruitment & selection. The results could improve

current theoretical frameworks and provide guidance for best practices for the successful implementation of SHRM by providing insights into the particular possibilities and challenges faced by HR practitioners in this dynamic region. The research's findings can also help HR professionals in Delhi NCR improve their strategies, get past implementation challenges, make good use of technology, give employee development top priority and recruitment & selection. All these things eventually help businesses in this flourishing economic center continue to succeed.

5. CONCLUSION AND DISCUSSION

The purpose of the study was to determine the impact of SHRM practices on employee's performance across the Delhi NCR region via Literature survey. This paper surveyed the research on the impact of SHHR practices involving Implementation challenges, technology integration, employee development, strategic alignment, recruitment & Selection, Training and Development.

The study examined the views and implications of Strategic Human Resource Management (SHRM) among 150 HR professionals in Delhi NCR, an area flourishing with different industry landscapes and economic growth. The five main pillars of SHRM that were the focus of the examination were employee development, technology integration, strategic alignment, implementation issues and recruitment and selection. The results provide insightful information about how SHRM is doing in the area today, highlighting out positive developments and enduring challenges.

Strategic Alignment - Reducing the Gap between Individuals and Plans

The majority of the people polled (72%) agreed that it is crucial to match corporate objectives with HR practices. But (58%) of those polled said they has a formal HR strategy plan in place, highlighting a potential gap between objectives and execution. Further research showed that formalizing strategy alignment was more difficult for smaller measures along with capacity development in these areas.

Implementation Challenges- From Aspiration to Accomplishing

Though it is apparent that the goal is to implement SHRM in an effective manner, there are several of obstacles that stand in the way. The greatest barriers were identified to be lack of resources (56%), unwillingness to change (48%), and insufficient communication (42%). These results emphasize the critical importance of successful change management programs, allocation of resources approaches, and enhanced channels of communication to close the gap between development and execution.

Technological integration - Welcoming the Digital Age

Based on the report, employees are becoming more aware of how technology may advance SHRM practices. Around (65%) of those polled reported using human resources software, particularly for leave and payroll management. But only (28%) and (15%) of those polled currently using cutting-edge tools like talent analytics and AI-powered recruitment, suggesting that the technology's adoption is still in stages of development. This indicates that HR professionals have an excellent opportunity to use technology to improve decision-making processes, simplify workflows, and gain an edge over their competitors.

Employee Development - Shifting Investment into Personnel

(84%) of those polled stated putting efforts into employee development as an essential part of SHRM. Still, traditional training approaches such as seminars and classroom instructions are mostly emphasized. The fact that only (42%) of those polled said they actively used customized instructional and mentoring programs suggests that there may be undiscovered opportunities to promote employee engagement and advancement.

Recruitment and Selection - Choosing the Correct Fit in a Dynamic Marketplace

For human resources managers in Delhi NCR, attracting and retaining the best employees in an increasingly competitive job market remains to be their top goal. The study discovered that (62%) of hiring managers are employing social networking platforms for recruitment, and (78%) of employers have switched to competency-based hiring strategies. But challenges with unconscious bias and the accuracy of traditional methods of evaluation were additionally brought up, emphasizing the necessity for ongoing development of talent acquisition strategies.

Anticipatory: A Strategy for SHRM Superiority in Delhi NCR: -

The research's conclusions offer a complex narrative about SHRM in Delhi NCR. While development is being made in the area of employee growth, technological integration, and strategy alignment, there are still unfulfilled requirements in the areas like advanced technology adoption and personalized instructions, as well as ongoing execution issues. HR professionals in the area need to proactively bridge the gap between implementation and objectives in order to successfully navigate the constantly evolving business environment. Robust change management plans, continuous professional growth, and strategic partnerships with suppliers of technology are required for this. HR can legitimately convert into an effective partner by addressing these crucial problems and utilizing its most priceless resource-its workforce- to accelerate success.

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