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**THEME:- Strategic Human Resource Management Research in India**

**TITLE OF THE PAPER- longer-term people issues, matching resources to future needs, and large-scale concerns about structure, quality, culture, values and commitment**

**ABSTRACT**

In Indonesia, HR practitioners and academics believe that Strategic Human Resource Management (SHRM) has a direct and positive impact on firm performance. This belief is thought to be rather conventional, since numerous studies across the globe on the relationship between SHRM and firm performance have shown the inconclusive results. There are unknown factors called "black-box" between SHRM-firm performance relationships that need to clarify. This study therefore aims at analyzing the "black-box" that may play a crucial role in the relationship between SHRM-firm performances in Indonesia. The primary objective of this research is to investigate the role of strategic human resource management practices in developing resilient organizational behavior. This research aims to test the mediating function of individual resilient behavior between strategic human resources management practices and resilient organizational behavior. Data was collected from 780 managerial level employees working in small and medium Chinese enterprises in Hubei Province through a self-administrated questionnaire. The Smart partial least square structural equation modeling technique was used for data analysis. The analysis showed a significant positive relationship among SHRM practices, employee resilient behavior, and resilient organizational behavior. Results also show that employee resilient behavior partially mediates the relationship between SHRM practices and resilient organizational behavior. Individual resilient behavior is needed when an organization is in crisis, restructuring, transformation, turbulent, and unfavorable conditions. Without individual resilient behavior, it is difficult for an organization to be resilient. Therefore, strategic human resource management practices are essential to develop an employee’s resilience. This research contributed to the body of knowledge by bringing new concepts together. The main contribution was testing the role of individual resilient behavior between strategic human resource management practices and resilient organizational behavior.

**Keywords:** Management, Strategic HRM, Black-box, The Role of Line Managers, Industrial Relations

**FULL PAPER CONTENT**

**INTRODUCTION**

Since the 1990s, there has been an increased focus on the strategic role of human resource management (HRM). The strategic approach to HRM refers to the relationship between human resource (HR) practices and the strategic objectives, that is, the long-term goals of the organization. With the increasing recognition of the potential of human resources in providing competitive advantage, organizations have begun to consider employees as valuable ‘assets’ or ‘investments’. This view has become more significant in today’s knowledge economy that depends on the skill and knowledge of the workforce. From being a routine, administrative, and reactive function, the HR function today has evolved to being proactive and strategic. The past decade has seen HR researchers and practitioners directing their attention to important questions. For instance, what is HR strategy? What factors determine whether an organization adopts a strategic approach to HRM? Is there a relationship between the characteristics of the organization and the adoption of a particular strategic human resource management (SHRM) approach? Does an organization achieve competitive advantage by linking HR strategy with business strategy? The present chapter explores SHRM, as an approach to the management of human resources that views people as assets. The criteria for understanding the contribution of human resources to the competitive advantage of the organization are reviewed. The factors that affect the degree to which an organization is ‘investment oriented’ in its management of human resources are also discussed. The chapter also presents the conceptual framework explaining the ‘strategic fit’ between business strategy and HR strategy and highlights the theoretical perspectives on SHRM. Finally, the chapter addresses the Indian applications to understanding the management of human resources.

Strategic human resource management (strategic HRM) **provides a framework linking people management and development practices to long-term business goals and outcomes**. It focuses on longer-term resourcing issues within the context of an organization’s goals and the evolving nature of work. Strategic Human Resources Management (SHRM) is the approach is managing people strategically within an organization. According to Abuqayyas (2007), SHRM can be regard as general approach to the strategic management of human resource in accordance with the intentions of the organization on the future direction it wants to take. So, SHRM can be considered as the overall framework which determines the shape and delivery of the individual strategies through explaining how HRM influences organizational performance. Thus, it can be noted that SHRM is very crucial to integrates organizational goals and objectives with the HRM policies and actions within an organization. Human resource management in India dates back to the Report of the **Royal Commission on Labor in India** (1929-31) which recommended the appointment of labor officers to deal with recruitment in order to check corrupt practices in industries in India with respect to selection of workers. Human resources refer to the people who work in an organization. The term seeks to communicate the belief that the employees of an organization are not just people, but valuable resources that help an organization to achieve its objectives. People are central to organizations. The financial capital, technology, or processes of the organization, by themselves, cannot accomplish organizational goals. These resources depend on human resources for their effective and efficient utilization. At the same time, human resources also need to be managed. Figure 1.1 depicts the centrality of human resources for the achievement of organizational goals. Human resource management (HRM) is concerned with a holistic approach towards the management of people working in an organization, who contribute to the achievement of organizational objectives. Human resource management ensures the most effective and efficient use of human talent for accomplishing the goals of an organization. In order to successfully utilize and manage the human resource of an organization to achieve organizational objectives, each organization needs to develop a well-defined HR strategy. Chandler (1962) defined ‘strategy’ as the ‘determination of the long term goals and objectives of an organization, and the allocation of resources necessary for carrying out these goals’.

**LITERATURE REVIEW**

Experts have been working to identify if HRM methods have an impact on employee performance and thus on the performance of organizations, and they often analyses one of two views. The first is the systems view, which aims to investigate the effects of specific HRM practices such as training. The second is the strategic viewpoint. according to Bartel, (1994) and metadata according to Morishima, (1991). Delery and Doty, (1996) state “However, the discussion has now turned to a more integrated management approach, in which researchers look at how an organization's complete set of HRM practices might ultimately contribute to its competitive advantage.” The preceding shift emphasizes the critical relevance of human capital in improving employee performance and gaining a competitive advantage. Everything that specifically is meant by performance is a long-standing argument that is well documented in the relevant literature. The issue for researchers in this discipline is defining the components and variables that can be employed in such an analysis. The definitions of performance measurement distinguish between employee activities, outputs, results, and efficiency. Berman, West & Wang (1999) conducted in investigating the use of performance measurement in human resource management, researchers conducted research in a few U.S. counties. “Performance assessment is extensively utilized, although many measures represent conventional concerns with compliance, but measures are also used to examine reforms in recruiting and compensation,” according to their findings. This study also reveals that mission direction and broad support affect the usage of performance metrics in HRM, as well as technical ability to obtain such data, which is important from a public sector perspective”. Lynn(1998)has highlighted some of the most important challenges at a macro level, particularly in the public sector, like what has been stated. by Purcell (2004), Guest, Michie, Conway & Sheehan (2003) in terms of human resource management and performance, as well as the process that connects HRM systems to organizational performance, there is still a lot to learn.

I think in my research, the SHRM is the key word. Strategic human resource management is the proactive management of people. It requires thinking ahead, and planning ways for a company to better meet the needs of its employees, and for the employees to better meet the needs of the company. This can affect the way things are done at a business site, improving everything from hiring practices and employee training programs to assessment techniques and discipline. (Alan Price, 1998) Companies who work hard to meet the needs of their employees can cultivate a work atmosphere conducive to productivity. Human resource management is the best way to achieve this. Being able to plan for the needs of employees by thinking ahead can help to improve the rate of skilled employees who chose to remain working for a company. Improving the employee retention rate can reduce the money companies spend on finding and training new employees. When creating a human resources plan, it is important to consider employees may want or need and what the company can reasonably supply. A larger company can usually afford training and benefit programs that smaller companies cannot afford to offer. This does not mean that a smaller company should not engage in strategic human resource management. Providing specialized on-site training, even if provided by senior members of the company, and offering one-on-one assessment and coaching sessions, can help employees reach peak performance rates. An important aspect of strategic human resource management is employee development. This process begins when a company is recruiting and interviewing prospective employees. Improved interviewing techniques can help to weed out applicants that may not be a good match for the company. After being hired on, a strong training and mentoring program can help a new member of the staff get up to speed on company policies and any current or ongoing projects they will be working on. To help employees perform at their best, a company can follow up with continual training programs, coaching, and regular assessment. Investing in the development of its employees can allow a company to turn out more consistent products. Strategic human resource management is essential in both large and small companies. In small companies, this may be as simple as the owner or manager taking a little time every day to observe, assist, and assess employees, and provide regular reviews. Larger companies may have a whole department in charge of human resources and development. By meeting the needs of the employees in a way that also benefits the company, it is possible to improve the quality of staff members. Taking the effort to provide employees with the tools they need to thrive is worth the investment. Strategic management has its basis in rational thinking. In practice, strategists have accepted that there must be a place forthe unexpected. Strategy and planning provide a framework for human resource requirements over a defined period but traditional personnel managers have been accused of having difficulties in understanding and implementing strategy. Human resource strategies tend to focus on numbers and also attitudes, behavior and commitment in line with harder 'matching' models of HRM, but their implementation is problematic. On the process perspective, employee management includes recruiting, developing and retaining people within the organization (Alice Snell, 2007). In the whole process, Echols (2007) claims the retention as the final struggle of the employee war, aiming to take measures to encourage employees to retain in the organization for the maximum period of time. Employee leaving is harmful to a company's productivity because costs of attrition are high. Direct cost refers to leaving costs, replacement costs and transitions costs, and indirect costs relate to the loss of production, reduced performance levels, unnecessary overtime and low morale (Schlesinger & Heskett, 1991). Employee Development is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization (Rothwell & Kazanas, 2004). As businesses continually apply new technologies, new business growth models, and new market strategies, the workforce‘s up-skilling becomes constant and continuous. Understanding strategies to employee retention and development is able to help foreign companies to be successful operating in the Chinese marketplace.

## OBJECTIVES OF THE STUDY

Strategic human resources objectives are goals aligned with the organization's goals. In fact, in "Human Resource Management Theory and Practice," authors John Bratton and Jeffrey Gold identify strategic human resource management as the "managerial process requiring human resource (HR) policies and practices to be linked with the strategic objectives of the organization." A number of human resources objectives support organizational goals, such as profitability, business reputation, ethics and principles.

For many employers, a common human resource strategic objective is to ensure the organization’s workforce is capable of meeting future staffing needs. To achieve this goal, human resources staff and line managers generally work together in assessing current workforce skills and qualifications. This helps determine the best course of action for human resources activities such as succession planning. Succession planning identifies employees who show promise and aptitude. It then provides them with the training and development they need for transitioning into higher-level positions or more responsible roles within the company.

Another form of workforce development that supports human resources strategic objectives and long-range planning is cross-training. Cross-training -- training employees to perform job duties in other departments or areas of the business -- improves workforce mobility and expertise through broadening employee skills and expertise. Increasing the number of different job functions employees can perform strengthens an organization’s business continuity plan in the event employees are unable to ful fill their responsibilities due to illness, termination or retirement. Workforce mobility increases profitability; companies that are able to fill positions with existing resources can minimize hiring costs for new employees. Human resources professionals continually strive for a seat at the boardroom table as a member of executive leadership. Acceptance of HR leaders into this exclusive group usually depends on whether the return on investment in human resources activities justifies valuing human resources decision-makers as members of the executive team. Business acumen and forward-thinking business ideas and innovations are attributes executive leadership wants in its human resources professionals. HR department leaders seeking entry to executive level positions should enlist help from line management in performing routine human resources functions to so they can redirect HR goals from transactional and administrative to strategic. Shifting the human resources focus from transactional to strategic is an assuredly effective path to boardroom access.

**RESEARCH METHODOLOGY**

Data may be grouped into four main types based on methods for collection: observational experimental,simulation and derived. The type of research data you collect may affect the way youmanage that data.

SAMPLE SIZE—400

SAMPLING TECHNIQUE—Four main methods include:

1)simple random

2)stratified random

3)cluster

4)systematic

NON-PROBABILITY SAMPLING—The elements that make-up the sample are selected by non-random methods.

This type of sampling is less likely than probability sampling to produce representative samples.

DATA-COLLECTION TOOLS—The term Data collecting Tools refers to the tools /devices used to gather data, such as a paper questionnaire or a system for computer –assisted interviews. Tools used to gather data include case-studies, checklists,Interviews,occasionally observation,surveys and questionnaires.

Data may be grouped into four main types based on methods for collection: observational , Experimental,simulation and derived. The type of research data you collect may affect the way you manage that data.

HYPOTHESIS TESTING IN OPERATIONS MANAGEMENT—

Hypothesis testing is a systematic procedure for deciding whether the results of a research study support a particular theory which applies to a population.

Hypothesis testing uses sample data to evaluate a hypothesis about a population.

5 STEPS IN HYPOTHESIS TESTING—

STEP1) State your null and alternative hypothesis

STEP2) Collect data

STEP3) Perform a statistical test

STEP4) Decide whether to reject or fail to reject your null hypothesis

STEP5) Present your findings

We have seen three approaches to testing hypothesis: critical values, p-values and confidence intervals.

If you are simply looking to make a decision on a hypothesis , to accept it or reject it all three methods work equally well.

SWOT-ANALYSIS IN OPERATIONS MANAGEMENT (STRENGTH,WEAKNESSES,OPPORTUNITIES AND THREATS)

SWOT analysis is a frame work used to evaluate a company’s competitive position and to develop strategic planning. SWOT analysis assesses internal and external factors as well as current and future potential.

The SWOT analysis methodology was used to identify the following—

1. Internal Environment
2. Organisational strength its capabilities and resources
3. Organization weaknesses , its limitations
4. External Environment
5. Opportunities, such as potential growth
6. Threats, such as unfavourable external factors.

**RESULTS**

The results of the concept analysis include the uses of the conceptualization and definition of SHRM attributes, antecedent, the consequences, the relationships, and the empirical references. This brief literature reviews of the SHRM research in many perspectives. A comparison of the results summarized above allows us to make three conclusions concerning commonalities in the SHRM research. The first article was done by Wright and Ulrich (2017) that provided an overview of the field of strategic human resources management (SHRM) by tracing its roots, describing the current state, and predict the future direction. Wright and Ulrich (2017) stated that researchers identified the need to align HR activities with business goals in the late 1970s, which led to the development of SHRM and the beginning of research in this field. A breakthrough in the field of SHRM occurred when researchers discovered a link between HR practices and business performance. This has led to an increasing body of empirical research demonstrating that successful HR practices lead to better financial performance of organizations; however, critics argued that this relationship is not inevitable. As a result, the authors find that SHRM began to evolve as a way to align HR activities with business needs to increase business performance. In addition, Wright and Ulrich (2017) identified current theoretical models of SHRM, the most popular of which include the resource-based perspective (RBV), social exchange theory (SET) and human capital theory. Their findings also suggest that currently, researchers are continuing to explore the relationship between HR practices and business performance, but attention has turned to the mediating mechanisms that affect this link. In addition, Wright and Ulrich (2017) found that although there is a link between HR practices and organizational performance, researchers have yet to discover which exact practices contribute to organizational performance as part of that. Researchers discussed the concepts of conformity and flexibility and found little evidence of the impact of conformity on organizational performance. However, flexibility has been widely explored by researchers, and it has been found that a company that invests only in it will benefit in times of change. Finally, the authors of the paper made suggestions for further research in the field of SHRM. Wright and Ulrich (2017) recommend increasing the reliability of the study by using different data sources and evaluators and controlling for endogenous variables. In addition, they propose to study SHRM in a global context, identify specific human capital characteristics that affect firm performance, integrate SHRM research with strategic research, and improve related to actual university studies (Wright and Ulrich, 2017). The implementation of these recommendations is intended to provide practical implications for research and to guide practitioners in the effective management of human resources.

The second article is devoted to the context matter of SHRM and performance. Seibel (2018) aimed at to separately consider studies from the three major economies, the USA, Europe and China, to illustrate differences and similarities. A comparison of these three clusters allows the author to conclude that the US human resource management (HRM) model was adopted by European and, subsequently, Chinese organizations through the mechanism of mimetic isomorphism. In addition, the majority of studies have confirmed that certain HR procedures have a positive impact on organizational performance. Their findings showed that As European organizations adopted HRM configurations and the notion that HR should play a more strategic role from US organizations, the review suggests that Chinese organizations are now imitating US and European HRM. In all summarized studies, there is robust empirical evidence that the HR function is able to directly add value and improve organizational performance. In addition, the researchers compared Chinese HR functions with those of Western ones and tested the effectiveness of strategic HRM by evaluating existing studies. Considering the pseudosynmorphic mechanism, it can be assumed that Chinese organizations adopt the most efficient personnel configurations compared to Western organizations. Reviews also support the prediction that subsidiaries of Western multinational organizations are accelerating the development of China's HR functions. The third article under review discussed the issues that SHRM related with human capital and competitive advantage. Delery and Roumpi (2017) reviewed the conceptual logic of the link between human resource management (HRM) practices and business results with the aim of highlighting the different treatment for RBVs in the SHRM and literatures of strategic human capital. We then propose a conceptual model showing that HRM practice is not the simple lever that enables firms to create sustainable competitive advantage, as has been recognized by most studies of human capital strategy. Instead, we argue that HRM methods can contribute to a company's sustainable competitive advantage not only by enhancing employee capabilities, providing motivation and opportunities, but also by how to shape mobility constraints on the supply and demand side.

**CONCLUSION AND DISCUSSION**

Strategic human resource management is a process that helps the human resources department maximize the potential of its workforce through strategic planning, talent management, leadership development, organizational design, and performance management. indicators may throw further light. A further investigation of sources of long memory and a causal analysis of inefficiencies would provide useful information for policy measures. In conclusion, the literature shows that when organizations involve strategic human resources management in the organization’s strategic plan and implement its practices for recruitment and selection, job design, training, and compensation among a multigenerational work force, this has the potential to improve organizational performance. Research does show inconsistency in the concepts, which makes it difficult to assess the known and unknown in the SHRM field. There are a number of research points that need to be addressed in the 21stCenturyresearch that includes the level of analysis, definition, and measuring effectiveness. There is a gap between theory and practice. Research over the last few decades show that there is a common denominator, which emphasizes the theory that the strategic function of HRM serves organizations well to achieve a higher level of organizational performance (Wright, 1998; Rees& Smith, 2014; Kauffman, 2015). Strategic human resource management (strategic HRM) **provides a framework linking people management and development practices to long-term business goals and outcomes**. It focuses on longer-term resourcing issues within the context of an organisation's goals and the evolving nature of work.

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