

A Study on Challenges & Issues in Implementing HR Strategies at Organisations in Indian Context

Dr. Rajesh K. Pandey¹, Sonali Kinjale² and Nishi Tamboli³

¹Associate Professor, SSR IMR, Silvassa, Permanently Affiliated to SPPU, Pune, INDIA

²HR & Admin Executive, Hamilton Houseware Pvt. Ltd., Silvassa, Pune, INDIA

³Trainee- Training & Development, Huhtamaki India Limited, Pune, INDIA

¹Corresponding Author: rajeshpandey18@gmail.com

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ABSTRACT

HR Management at Organisations is mammoth task and it requires utmost strategizing. The HR Strategies do take efforts and an insightful strategy will have long lasting impact. The HR Strategy Implementation does have its own share of challenges. The Challenges may range from the Management end of the Organisation till the Employees end while accepting & implementing the strategy. Efforts have been taken by every organisation to mitigate the challenges however the journey of remedy & actions takes its own strategic time. A well defined HR Strategy backed by a proper implementation has the best potential to reap the benefits for the Organisations.

This paper is an Exploratory & Descriptive study conducted with the help of massively secondary data and Primary Data in the form of Interview Method. The Authors have Interviewed 5 Industry representatives to collect the view points on the theme of the study. The study aims to understand the significance of HR Strategies for the Organisations. It further aims to study the Challenges & issues in implementing HR Strategies at Organisations. The authors have gathered the inferences from the Interviews of the HR Managers of selected Organisations pertaining to the HR Strategies implementation at their respective organisations. The scope of the study comprises of the thoughtful review of theoretical data pertaining to the HR Strategies, issues and Challenges in implementing the Strategies. The Authors have considered the Organisations at large rather any specific sector or region; hence this may be a limitation of the study as the inferences are indicative in nature rather exhaustive. HR Strategies shall certainly attract issues & challenges, the success lies in defining the Strategies properly & implementing the same strategically.

Keywords-- HR Management, HR Strategies, Strategy, SHRM, HR Strategy Implementation

Anonymous

The Challenges & Issues in implementing HR Strategies at Organisations are inevitable, they are bound to happen. The matter isn't about the Companies encountering challenge while implementing HR strategies; instead the fact of the matter is the remedial actions. The Issues & Challenges in Implementation of HR Strategies are like seasonal changes, bound to happen. The remedy lies in the effective HRM strategies. HRM means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organisational requirements with a view to contribute to the goals of the organisation, Individual and the society. It is imperative that to stay ahead of its competitors, an organization certainly looks for ways to gain an edge. One experiences that today an organization competes less on products or markets, and more on its Human Resources. One among the primary challenge for the organizations is the adoption and acceptance of technologies advancement; hence it is extremely important for the systematic and effective functioning of the HR functions. HR Strategies are the plans, programmes and intentions to develop the human capability of an organisation to meet the future needs of its external and internal environment. Such efforts do require utmost diligence. The HR strategy implementation shall certainly attract the challenges and the remedial action lies in the strategies itself. Effective implementation of Strategies will result in efficient productivity with eventually shall lead to Organisational excellence.

I. INTRODUCTION

“The Issues & Challenges in Implementation of HR Strategies are like seasonal changes, bound to happen”

II. OBJECTIVES OF THE STUDY

1. To understand the significance of HR Strategies for the Organisations.
2. To study the Challenges & issues in implementing HR Strategies at Organisations.
3. To record inferences and present the learning gathered from the Interviews of the HR Managers of selected Organisations pertaining to the HR Strategies implementation at their respective organisations.

III. LITERATURE REVIEW

The HR Strategies have been well researched in past and Researchers have been working in this respect actively. In this series, the current paper attempts to present the Literature Review where by the selected papers have been reviewed and presented:

Problems and Challenges in Human Resource Management, Ali Irshad (2008)

This paper critically analyzes the work culture for a thought establishment operative at intervals Islamic Republic of Pakistan, while drawing a particular example to elucidate bound dilemmas that impede the potential growth for the monetary sector and its constituent work force, besides hampering the performance of the organizations. This paper critically analyzes many inherent issues that HR face in implementation of the program under the frameworks of varied theories of structure management. To resolve these issues, this text presents an in depth designation of the management shortcomings to boost company culture, work ethics and worker handling strategy and mechanism. Recommendations are presented to reduce the issues and maximize the success of the Management initiate Program within the case study organization.

A Study of Issues & Challenges of Implementation of Information Technology in HRM by Sanchita C. Banerji (2013)

This paper describes HRM could be a important operation of the organization, and technology and Human Resource Management influence one another to a good extent. These days efforts are extensively taken across the organizations to perform varied functions like enlisting, maintenance, development etc. Even within the field of HRM, technology has not solely contributed towards the paradigm shift, however has brought in varied challenges and opportunities at the side of it. The largest challenge faced by the organizations is that the adoption and acceptance of those technologies, because the re-designing and re-engineering of the hour functions is extremely important for the systematic and effective functioning of the assorted functions. This initiates immediate challenge for HR.

Strategic Human Resource Management in the era of environmental disruptions, by Sunghoon Kim (2022)

This paper strongly focuses on special issue of the role of (strategic) human resource management (HRM) within the era of environmental disruption. The various sections of this paper are structured from the perspective of "How will HRM facilitate individual staff deal with environmental disruptions?", "How will HRM facilitate organizations be more resilient against environmental disruptions?", and "How will HRM facilitate the community being tormented by environmental disruptions?".

Strategic Human Resource Management in Indian it Companies: Development and Validation of a Scale, by Zubin R Mulla (2008)

In this paper, one gets to study the Strategic Human Resource Management (SHRM) practices prevailing within the Indian IT trade through content analysis of the Chairperson's speech and Directors' report within the annual reports of a hundreds IT firms. A scale for strategic human resource practices is developed supported the literature and also the SHRM practices prevailing within the Indian industries. The correlational analysis yielded 3 key aspects of SHRM- worker Growth, Performance Management and time unit metrics. Such measures do attract challenges for HR and specifically while implementing the policies.

The Indian perspective of strategic HR roles and organizational learning capability by Jyotsna Bhatnagar and Anuradha Sharma (2005)

This study focuses on the empirical analysis of strategic time unit roles and organizational learning capability. Line and time unit firm performance is more analyzed. The sample size consisted of 640 managers in India. Standardized questionnaires were used as tools for the managers' perception of the 2 variables and their link to information assortment. applied mathematics results indicate that correlation coefficients were largely important and positive for the variables and sub-variables of strategic time unit roles and structure learning capability. Discriminant functional analysis mirrored that line and time unit managers differed considerably in their perception of each variables. Stepwise multivariate analysis indicated that each the variables of strategic time unit roles and structure learning capability predict firm performance.

Human Resource as a strategic business partner by Foties V. Mitsaldis

According to Folios for strategic HR to emerge, it is essential for specific characteristics to exist. Meeting the strategic criteria of the numerous strategic HR models, HR professionals would be able to move closer of being accepted as equal strategic business partners within their organizations. HR's credibility will also be enhanced by helping clients to meet their business and performance needs, and ultimately through the achievement of the organizational strategic business goals and objectives developing strategic business partnerships is also absolutely critical to the success of strategically integrated HR programs. This shall help in meeting the challenges.

Global HRM: Issues, Challenges and Strategies Laxmi Pradha (August 2015)

This article tries to spot the varied problems and challenges that international human resource personnel faces and likewise tries to deal with the solutions to a similar. the key problems known within the study are the distinction within the native market, legal, economic and cultural barriers, management vogue, compensation management system, and also the decision-making method whereas the key challenges are mentioned upon the world staffing method, selection, the coaching & development procedure and also the cultural variations. The study conjointly formulates a listing of methods to

beat these problems and challenges like adopting the simplest HR policies and practices that suit to the corporate within the international surroundings, emphasising the necessity to take care of the information of the staff, quality pyramid so on.

Strategic Human Resource Management by Tanuja Agarwal (2007)

This Book on Human resource business partner strategy is concerned with people issues and practices that affect or are effected by the strategic plan of the organization. The critical issues facing an organization in the contemporary environment are mainly human issues, such as ensuring the availability of the people, retaining, motivating, and developing these resources. To stay ahead of its competitors, an organization will look for ways to gain an edge over others. Today an organization competes less on products or markets, and more on people. There is increasing recognition among management thinkers and practitioners of the potential of human capital resources in providing competitive advantage. Two organization's using the same technology may show different levels of performance. The quality of human resources and their contribution to the organization determine the performance, and therefore, the success of the organization.

Strategic Human Resource Management by S.K Bhatia (2007).

This book on HR strategy is defined as being the plans, programmes, intentions of developing an organization to meet its present and future competitive challenges in order to generate superior economic value

Human resource business partner strategy is to accomplish the organization's overall strategies, programmes, policies and activities will be aligned to obtain consistency with the organization's overall strategies. It helps in developing the organization's competitive advantage, not merely to support the business strategy but to develop its productivity. HR strategy can play a major contribution to the creation and capture of shareholder value & economic value.

Strategic Human Resource Development: A journey in eight stages by Matthias T. Melfert (2013)

This literary piece is a collection of the most influential essays written by leading scholars and practitioners on the process and issues of strategic HR development. This book attempts to create alignment between an organization's strategy and different HR development tools. The first section explains the conceptual boundaries and foundations of strategic HR development along with a contemporary understanding of HR development in an organization's strategic context. The second part, which is the essence of this book, delineates the eight-stage process of effective implementation of HR development strategy with respect to the functional and strategic needs of the business. The third section sheds light on the different challenges that organizations face while developing, aligning, and implementing their strategic HR development strategies. The final section discusses the prospects of strategic HR development as the prime engine of organization success.

Definitions

Terms	Definition
Human Resources	Human Resource means the total knowledge, Skills, creative abilities, talents and aptitudes of an organisation's work force, as well as the value, attitude and belief of the Individuals Involved.
HRM	HRM means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organisational requirements with a view to contribute to the goals of the organisation, Individual and the society.
Strategy	Strategy is a unified, comprehensive and Integrated plan designed to ensure that the basic objectives of the enterprise are achieved."
HR Strategy	HR Strategy is defined as the plans, programmes and intentions to develop the human capability of an organisation to meet the future needs of its external and internal environment.
SHRM	Strategic HRM is a well considered extension of the conventional HRM process to a contemporary outlook to suit the growing demands of Market and evolving trends in HR. SHRM specifies the planned way that integrates organizational goals with policies and action sequences.

IV. RESEARCH METHODOLOGY & PROCESS

A Study on Challenges & Issues in implementing HR Strategies at Organisations in Indian Context is an Exploratory & Descriptive study conducted with the help of massively secondary data and

Primary Data in the form of Interview Method. The Authors have Interviewed 5 Industry representatives to collect the view points on the theme of the study. The study aims to understand the significance of HR Strategies for the Organisations. It further aims to study the Challenges & issues in implementing HR Strategies at Organisations. The authors have gathered the

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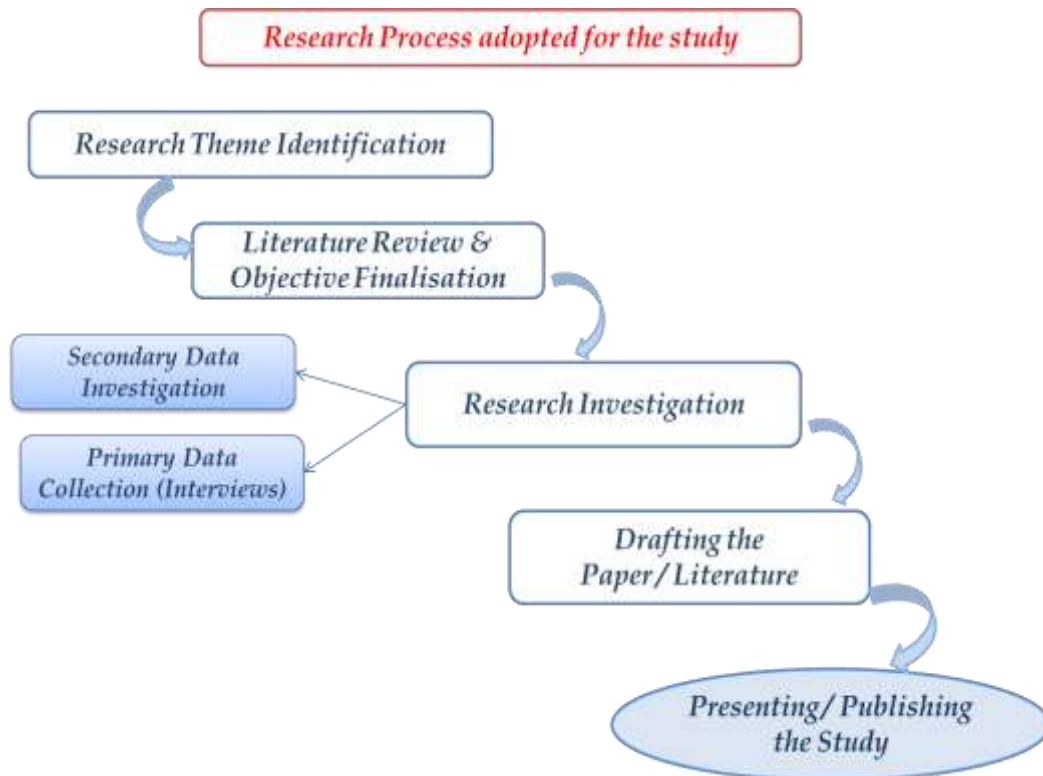


Chart No.1: Research Process adopted for the study

Source: Authors' Study

Case- 1: Huhtamaki, Silvassa

Huhtamaki India's Silvassa Plant began its manufacturing operations in 1996, producing flexible packaging. Since 2014, the Silvassa factory has contributed significantly towards improving the conditions in specific communities through direct engagement or in cooperation with governmental and NGO entities. The Company believes that at Silvassa they may be a 25-year-old plant with 750 strong work force, but it is not just a manufacturing unit, it is a Packaging Institute where most of the Huhtamaki India's senior people and expert teams have been coached. Continuing with the excellence in approach, currently the Company is under implementation of TPM, (Total Productive Maintenance). TPM is a system of maintaining and improving the integrity of production, safety and quality systems through the machines, equipment, processes, and employees that add business value to an organization.

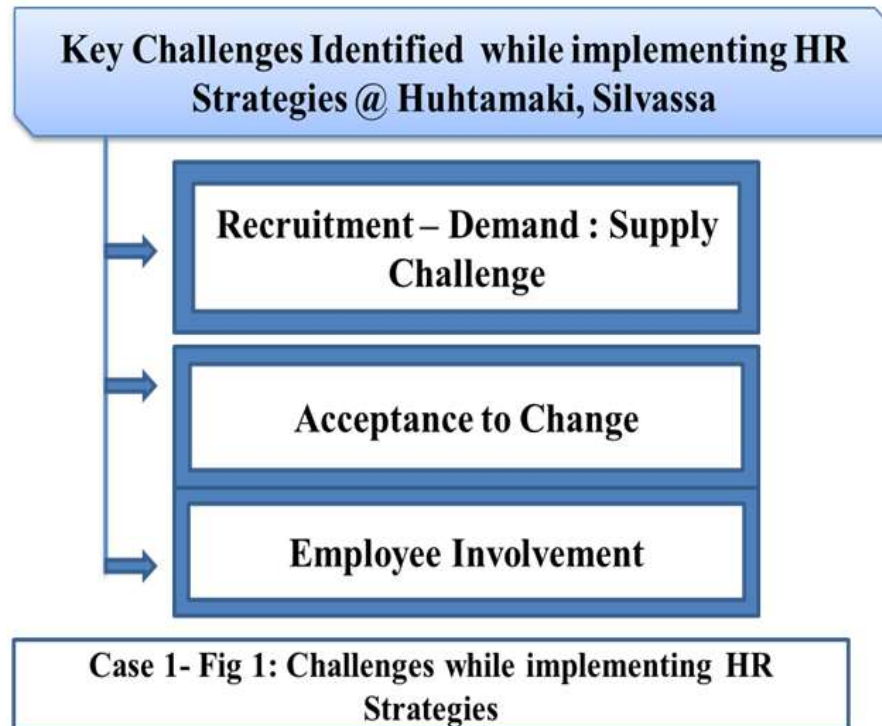
Huhtamaki ensures Employee Development as their Key strategy. Talent review exercise enables to assess employees across the organization on performance and future potential. Completing a talent

review helps to uncover talent gaps and identify high potential employees. The company employs the strategy of 9 cell matrix. The Organisation also ensures that the first acquaintance of employee must be impactful. Hence during Induction in First 5 days the company's motive is to make the employee understand carefully about the work, culture, ethics, value etc. in a proper way so that the employee can understand these aspects correctly and can connect to the end user.

Amidst all the successful attempts of the HR Strategy implementation at the Organisation, there is challenging atmosphere faced by the authorities. While implementing any strategy for employee or the workers, Company encounters an issue pertaining to the involvement of the Employees. If the Employees demonstrate good involvement, the execution becomes smooth. Non-Involvement of Employees can potentially lead to the failure of the HR Strategy. Non acceptance by the Employees primarily in the form of hesitation may hinder the growth. The resistance to change can be a big threat to the success of Strategy implementation. In general, the company experiences challenge in Recruitment as well. While they have the robust strategy

of the Recruitment however the demand-supply issue matters a lot. Technical Skill, Qualification, Work attitude etc. becomes challenging to match the human force supply. The HR Manager at Huhtamaki believes

that to implement a HR strategy better, one has to create a strategy carefully & innovative on the basis of categories of employees in any organization.



Source: Personal Interview with Mr. Hemant Bari, HR & Admin Manager, Huhtamaki, Silvassa unit.

V. ESSENCE OF HR STRATEGIES FOR ORGANISATIONS

“If Finance is the Life Blood of Business, HR is its Brain.”

Anonymous

Human Resource is most important and critical resource for an organization and the primary reason for this is that it is only resource which has capacity to think on its own. It can generate ideas and it is only resource that are active in nature. In short overall purpose of an HRM is to ensure that the organization is able to achieve its success through its people and managing this people in best possible way and getting things done through them by motivating them and by developing their skills so that the objective of organization is achieved. Strategy is an idea or a plan that meant for long term in nature and the employee will contribute effectively in it that is the preview of Strategic Human Resource Management. It is basically the HRM who which is providing the basis or the core for the formulation of strategy because ultimately the people who are formulating the strategies and it is based on the people skills and their competencies that we can plan for the future as an organization. These are the people, if they are very - very positively motivated during strategy implementation then strategy is going to bring to us

desired results but if these people are not into fully into the strategy implementation part and are partly into it or they are passively motivated about it then the strategy implementation will be a big problem for the organization which can be said several challenges in implementing those strategies, and by making appropriate strategy to overcome the challenge, the organization have to implement several strong HR Strategy so that there will be growth of organization and employee too.

Case- 2: Gulf Oil Lubricants India Limited, Silvassa

Gulf Oil, Silvassa Plant began its manufacturing operation in 1995, they manufacture wide range of products and services such as Diesel Engine oils, industrial range products, Gulf genuine and OEM range products, Motorcycle oils, Passenger's car motor oils, batteries, Ad Blue, specialties and others services, lubrication equipment, automotive filters, etc. The company comprises of 30:70 ratio of Regular & Contract Employees respectively. Gulf Oil is a part of Hinduja Group with wide presence across 100 countries. Gulf Oil operations and products are successfully meeting the needs of the Customers and institutional customers across automotive, agriculture, industrial, construction and marine segments.

Gulf Oil key strategy is to develop their Employees across the Organization. They believe in Talent Management exercise also which is easier way to

know the potential and capability of an employee. The organization has moved towards digitalization process across all departments which also includes HR Portfolio as well. The digitalized appraisal process enables the employee & employer to know year on year performance data which can be collected easily for data analysis for all aspects of an employee perspective and gathering employee development inputs with proper feedback mechanism. The Organisation has Training Modules repository system in the form of GOLD Academy – Gulf Oil Learning & Development Academy for skill development and the development of their learning attitude towards learn unlearn and relearn method. There is other digitalized process in place for different aspects too.

HR Strategy implementation at the organization is a regular phenomenon with developments in regular intervals with transformation. There are challenges which always put them on front foot. It is witnessed that some hesitance to accept of any new change from across the table which eventually is the threat to the Strategy implementation for longer prospective towards transformation of business. Some resistance is experienced during the transition phase. And as & when things stabilize, the Employees potentially understand the

benefit of the Plan execution for such new ways of working, time on they experienced it to; whereas suggestions come from them for some improvement in various technicalities when they feel so it is good for their working. Communication failure is also a challenge for implementation success factor which several times faced off and seen a major challenge sometimes. Also interaction with the HR Manager lead to the discussion that the challenges are across but to be more cautious towards while implementing Plant strategy as it may lead to disruptions in Operations. The HR Manager at Gulf Oil stated that the mismatch between Strategy implementation planning and all relevant Resources allocation not in place, will lead to failure of the planned strategy as well. Two-way Communication plays a leading role in perfect implementation of Strategies planed for. One of the primary thoughts of the HR Manager was to have trust factors among employees with their the leaders & vice-versa as the Strategies framed certainly have benefits on long run. Certainly, there are other major factors which should be taken into consideration for strategic plan & it's implementation to avoid any failure.

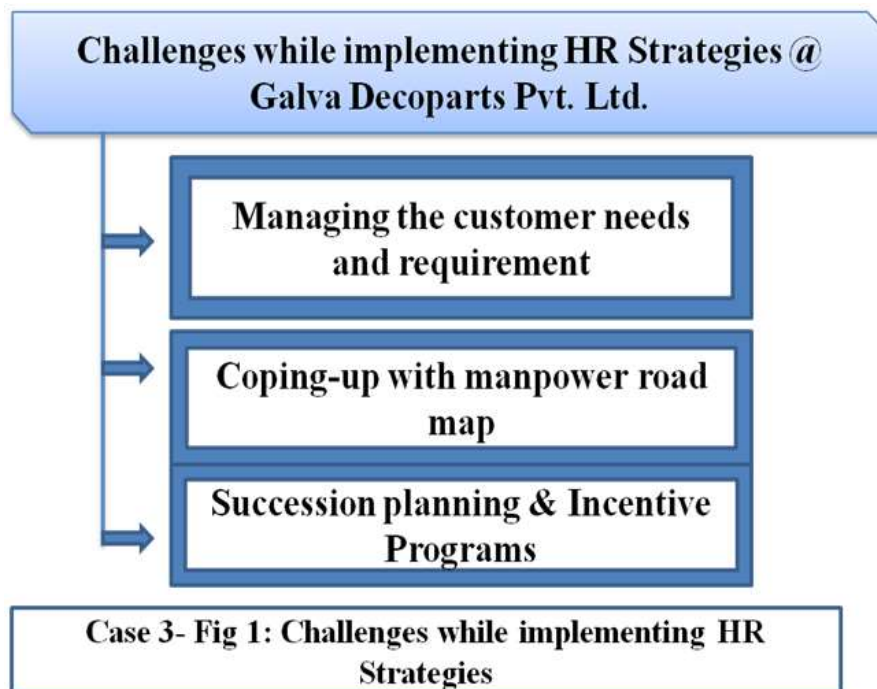


Source: Personal Interview with Mr. Subodha Sarangi, HR & Admin Manager, HR Business Partner, E-mobility, Gulf Oil Lubricants India Limited, Silvassa

Case– 3: Galva Decoparts Pvt. Ltd. Zaroli, Bhilad

Galva Decoparts Pvt. Ltd are into Automobile sector, they manufacture and sell emblems (Logos) of Vehicles. They are being established from last 15 years. Galva has 350 Contractual and 100 on-board employees. The Organisation is facing acute situation with respect to manpower crises in their Zaroli unit and to overcome this issue they are focusing more on manpower stabilization and trying their best to increase manpower retention rate. So they are focusing more on people orientated solutions.

The massive challenge in implementing HR Strategies is pertaining to tackling the need of customers. As the need keeps changing, so the training practices need to be promptly designed & executed. The plans to overcome the problem faced during implementation of the HR Strategies are in the form of focusing on being proactive then being reactive. Also they are developing talents which meets the dynamic customer requirements. They have decided performance pay scheme to overcome manpower issues.



Source: Interview with Mr. Farhan J Khan, Sr. Executive (HR & Admin), Galva Decoparts Pvt. Ltd. Zaroli, Bhilad

VI. ISSUES & CHALLENGES IN IMPLEMENTING HR STRATEGIES

HR Strategies play extremely important role in shaping the progression of the Organisations. The HR Managers in that context ensure that effective implementation takes place of the Strategies. However the same isn't a smooth process instead a lot of effort is taken to make implementation smooth. Key issues and challenges in implementing HR Strategies are detailed below:

- **Leadership Role Challenge:** It has been experienced across the globe that leadership Role & development of leadership has been the critical factor for success of Organisation.
- **Talent Acquisition & Retention Challenge:** Enhanced measures to acquire & retain the Talent at Organisations is the need of the hour. Organisations are looking for diversity in the workforce. Understanding the workforce and extending the required Treatment shall curb the issues pertaining to Acquisition and Retention.
- **Organisational Culture:** There is a strong relationship between culture and Talent acquisition / retention at Organisations. The issues crop up when the culture isn't strong to limit the same.
- **Work force Diversity & Inclusion:** There is a strong connect between workforce diversity & Inclusion. Today's workforce comprises of Employees from varied Age brackets, Gender, Social class, values set, personality, education, physical appearance, lifestyles, believes &

ideology etc. Such diversity is accompanied with issues & challenges. What acts as remedy is the equal opportunity & transparency at Organisations.

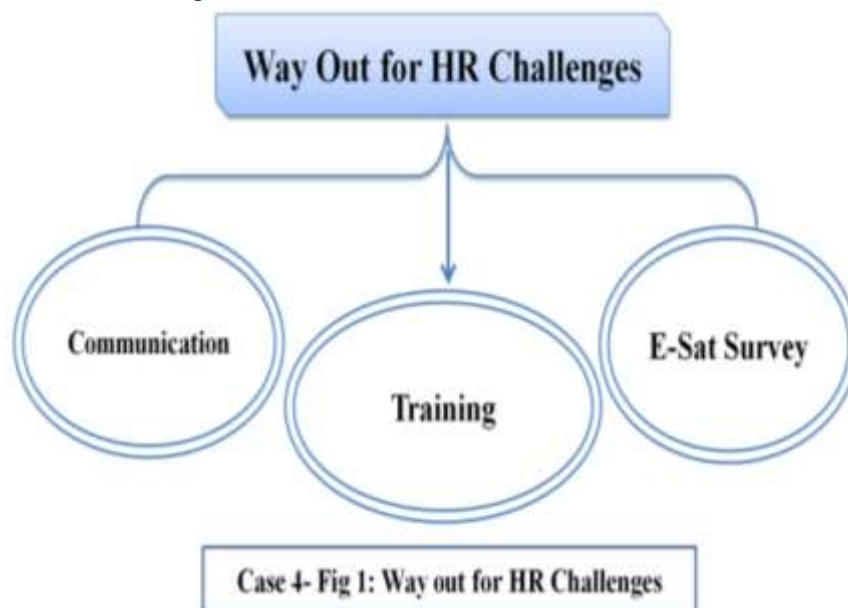
- **Dynamic Skill set requirements:** In order to achieve competitiveness, productivity, quality and managing a diverse work force effectively requires dynamic skill set. This becomes an issue as every Individual is backed by a defined attitude & personality.
- **Measurement of Implementation:** Gauging the performance & implementation of the HR Strategies is a subjective matter however the same may be achieved with defined parameters. The Organisations often face such challenges.
- **Employee Engagement Challenges:** Engagement is an art and it certainly poses challenge at Organisations. Empowering employees is one such measure towards engagement; however it requires extensive training in all aspects of the job. Further more if employee isn't getting a proper return to its efforts in both monetary & non monetary forms, engaging them becomes difficult.
- **Data Driven Issues:** HR Analytics is hot favourite today in Industries. Business leaders are increasingly demanding that HR professionals, like their colleagues in other functional areas, use metrics and in-depth analysis to both make good decisions and demonstrate the return on investment of key expenditures. Such expectations pose challenge for the HR department.

- **Financial Adherence:** Bridging the gap between expense quotient and HR related requirements often pose challenge in front of the HR department. The HR strategies pertaining to various functions attract financials. Such discussions lead to potential issues and challenges.
- **Contractual Vs On Roll Employees:** The HR Strategies often have to deal with separate class of employees. Prominent divide is between contractual and payroll employees. The expectations differ and so does the amenities. The Organisations to have roller coaster ride between the two.

Case: 4 - Plastic Packaging Manufacturing Company, Silvassa

A 25 Crore Plastic Packaging Manufacturing Company at Silvassa established 20 years back accommodating 65 employees in their organization and having 21 Manufacturing plant all over India vouches on the HR Strategies and its successful implementation. The

company has faced challenges on account of their merger & acquisition steps taken in past. The transition of Employee from one company to another company was the bigger challenge however they have handled this challenge very smoothly. The HR Strategies play a leading role in such situations as they need to bring all employees to same platform. Major challenge that they have faced is making people understand the benefits of the mergers. The plan of action of the organization is to do regular communication with employees, give them proper training, conducting employee satisfaction survey. Training is the main plan of action so that employee can learn the new technology which they are implementing as “automation”. For the effective HR strategy implementation technique, they focus mainly on employee satisfaction survey because it is an employee oriented organization they mainly focus on employee development such as Training Program, Satisfaction Survey, giving proper feedback to employee.



Source: Personal Interview with officials of the Organisation. (Name kept anonymous based on Company's request)

Case: 5 - RR Wires Ltd, Silvassa

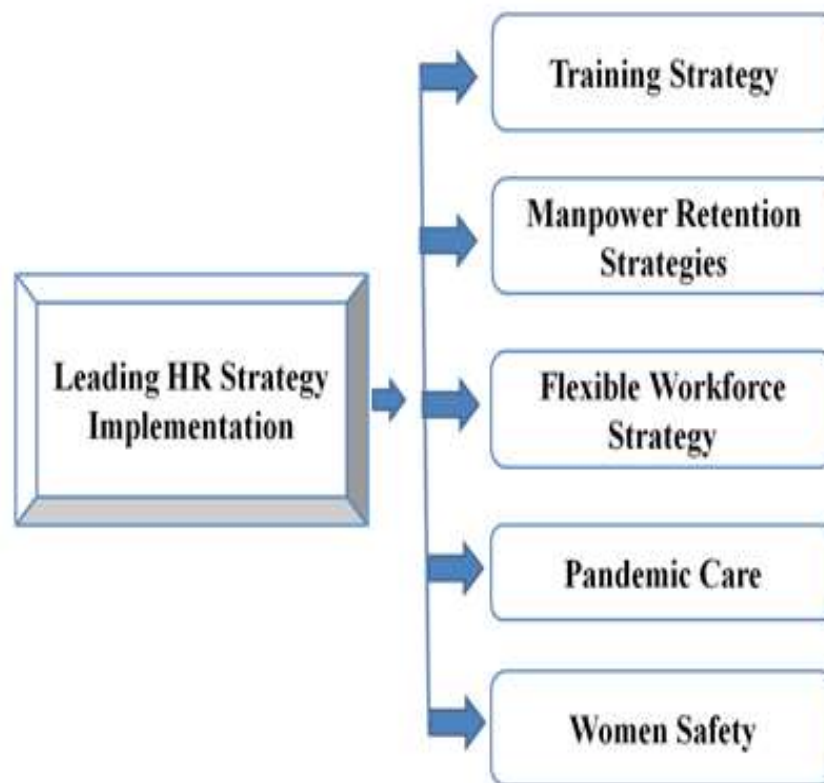
RR Wires a Wire Manufacturing Company for last more than 25 years is a 900+ strength Organisation. The company was originally incorporated as Ram Ratna Winding Wires Pvt. Limited on 21st July, 1992. Subsequently the company was converted from Private Limited to Public Limited as well as changed its name to Ram Ratna Wires Limited. Passing a Special Resolution Dated 18th November, 1992 and a fresh certificate of incorporation consequent of change of name was obtained from registrar of company. RR Wires is Manufacturing Company of wires, industry wires, and communication wires, RR Global is Family run business. The Company invests a lot of energy to ensure that the products are easier to use and reliable, driven by

Innovations, Transparency and trust; it has and have always valued quality, better research, latest known-how, better usability and relations, developing and innovating products which truly make life easy and safe. Their products are also compliant to REACH (Registration Evaluation Authorization of Chemical Substances) and RoHS (Restriction of Hazardous Substances) directives have also been achieved with extensive research and development by skilled professionals to make sure whether their products adhere to global guidelines and standards.

In the field of HR the Strategies Implemented by the Organization includes the **Training Strategy**, where by an Effective Training is given to their existing employee to use a new technology or adhere to new

company policies. It develops employee skill sets, unifies staff focus, improves performance and raises employee confidence. The next strategy is the **Manpower Retention Strategies**. The company attempts this by fostering a positive work atmosphere to promote engagement. A **Flexible Workforce Strategy** is the next effort of the Organisation. They use this strategy so that there will be more employment opportunity, Increased Productivity and effectiveness. During the **Covid Era** just as every company even they had trouble but they strategised quite effectively. Effective Compensation Strategy & Employee welfare schemes were adopted by the Company during Covid times. The Vaccination was mandatory in organization, they provided 100% vaccination to their employees, and there was job security at the time of covid. Further as part of their Women Safety policy, **No Female workers are allowed to work after 6 PM.**

Although they find HR Strategy implementation quite efficiently handled by the Organisation yet they have their share of challenges. Their major challenge is non acceptance of New Technology by the Workers. They also find the Tenure of staff is a potential challenge while the same may be handled with utmost care. Broadly they find HR Strategies get implemented effectively with Involvement of every person. As and when the issues aroused, Top to bottom disciplinary action were used to overcome the problem. The Company has adopted the effective HR Strategy implementation techniques in the form of High Efficiency and low Wastage, adopting & adhering to norms and condition, demonstration of Teamwork culture and understanding essence of Productivity.



Source: Personal Interview and Meeting with Shri. Sandeep Kanodia, HR Manager, RR Wires Ltd. (RR Global), Silvassa

VII. CONCLUSION

HR Strategies essentially guard the Organisation during the course of its Organisational operations across the departments. The Authors conclude the Organisations do face HR Strategic Issues

and Challenges while implementing the strategies. The issues and challenges have been discussed in this literature and the below table has the summary of Key Strategies at various companies approached for the project and their respective challenges in implementing the HR Strategies.

Name of the Company	Key HR Strategies	Challenges in Implementation of HR Strategies
Huhtamaki Pvt. Ltd.	<ul style="list-style-type: none"> Impactful Talent Acquisition Employee Engagement Superior Induction 	<ul style="list-style-type: none"> Acceptance to Change Employee Involvement Demand Supply Challenge in recruitment
Gulf Oil Lubricants India Limited, Silvassa	<ul style="list-style-type: none"> T&D through GOLD Academy Digitalisation in HR 	<ul style="list-style-type: none"> Resistance to Change Transmitting communication of Change
Galva Decoparts Pvt. Ltd. Zaroli, Bhilad	<ul style="list-style-type: none"> People orientated solutions Performance Pay Scheme 	<ul style="list-style-type: none"> Managing Customers Needs through the Human Resources Succession Planning
Plastic Packaging Manufacturing Company, Silvassa	<ul style="list-style-type: none"> Training & Development Feedback Mechanism 	<ul style="list-style-type: none"> Employees' Satisfaction rate Effective Communication
R R Wires Ltd., Silvassa	<ul style="list-style-type: none"> Retention Strategies Women Safety Flexible Workforce Strategy 	<ul style="list-style-type: none"> Resistance to New Technology by the Employees Tenured Staff – Potential Challenge

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