
A study on the challenges faced by hr professionals during pandemic and in post pandemic

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Abstract: The terms 'Human resource management' and 'Human resources' have generally supplanted the term 'personnel management' and furthermore consider it as a cycle which is associated with dealing with the associations. Human Resource Management is the way toward enlisting the up-and-comers, choosing the correct candidate for particular job, accepting representatives, providing orientation, training and development, assessing the presentation of workers, choosing remuneration and giving advantages, propelling workers, keeping up legitimate relations with workers and their worker's organizations, motivating employees, ensuring employees safety, welfare and health measures of the employees. The objectives of HR in an organisation are as follows: Understand the scope of human resource management (HRM), explain what human resource management is and how it relates to the management process. Many organisations are managing with the Covid-19 coronavirus widespread by ordering or empowering representatives work from domestic all over the world. As the coronavirus spreads, working from domestic is the unused typical for specialists. Representative help programs (EAPs) will be important sources of organizational bolster to help representatives going through challenging times and progress their well-being and resilience. Again, a look on the Net of Science uncovers exceptionally few thoughts about EAPs in Asian nations. This activated organizational reactions such as decentralizing their operations and moving workers out of base camp, particularly in the event that found in huge urban ranges. This in turn driven to organizations re-examining their recompense arrangements to superior reflect emolument levels related with the nearby work showcase. A survey has been collected from the HR professionals from various organisations regarding the various challenges that have been faced by them during pandemic and in post pandemic and to find out the most influencing factors among the various challenges.

Keywords: Human resource management, representative help programs, pandemic challenges, work from home, decentralizing, innovation.

INTRODUCTION

Human Resource Management is the way toward enlisting the up-and-comers, choosing the correct candidate for particular job, accepting representatives, providing orientation, training and development, assessing the presentation of workers, choosing remuneration and giving advantages, propelling workers, keeping up legitimate relations with workers and their worker's organizations, , motivating employees, ensuring employees safety, welfare and health measures of the employees. HRM likewise alluded to as a Human Resource Management wing that holds prime significance in any organization. This division holds most extreme significance and is considered as the spine that prompts the smoothing out of any framework. HR professionals who are conveyed in a little scope business set-up hold balanced skill to convey different administrations to its workers. The extent of HRM is undoubtedly huge. All significant exercises in the working existence of a specialist – from the hour of their entrance into an association until the individual in question leaves the associations goes under the domain of HRM. The major HRM exercises incorporate HR arranging, position examination, work plan, representative recruiting, worker and leader compensation, worker inspiration, representative upkeep, modern relations and possibilities of HRM. The part of the HR work is to empower the association to accomplish its goals by taking activities and giving direction and backing on all issues identifying with its representatives. The essential point is to guarantee that the association creates HR procedures, strategies and practices that cook adequately for everything concerning the business and improvement of

individuals and the connections that exist among the executives and the workforce. The HR capacity can have a significant impact in the production of a domain that empowers individuals to utilize their abilities and to understand their capability to the advantage of both the association and themselves.

Basically, the HR work gives the counsel and administrations that empower associations to complete things through individuals. The effect of pandemic on wellbeing, economies, and markets is an unfurling story that is perplexing and liquid in its ever-evolving measurements. One of the greatest noticeable effects of the infection has been on the associations and the idea of working environments. As the Pandemic spread undetectably over the globe, many countries have pronounced lockdowns, and associations have mixed to follow lockdown limitations while endeavouring to prop activities up. Work-from-home (WFH) turned into the quick answer for business progression. The Pandemic has expanded the accentuation on the 'human associate' part of the HR work. In the midst of a quickly unfurling wellbeing emergency, HR capacities outfitted to give basic correspondence on security conventions, cleanliness rehearses, crisis numbers, rundown of medical clinics, rules for isolating and disconnecting, and substantially more. Numerous associations went the additional mile to assist workers with taking care of worry by setting up online classes for representative prosperity and inspiration. The Pandemic emergency has helped focus on the worth that HR conveys in keeping workers drawn in, propelled, safe, and gainful. In any case, the WFH idea and negligible staffing circumstances are probably going to proceed for quite a while. The very idea of the infection and its contagiousness have clarified that social separating will be the new typical for in any event a year. This infers the pandemic circumstance will affect HR rehearses like enlistment, on-boarding, and learning and improvement. Enrolment will zero in on technically knowledgeable ability who can perform better in a prevalently computerized working environment. Cycles for on-boarding recently recruited employees should change to turn out to be completely advanced. Preparing and skilling will reconfigure for an online-just mode.

The Human Asset office ought to guarantee that all the representatives have competent work portable workstations to total their day-to-day errands. It is amid such times that conventional old-fashioned set ups counting those of our Administrative office structures, confront inconvenience as their operations are disabled. Our research idea is based on the rich knowledge acquired by our peer teams across the university. (A.C.Gomathi, S.R.Xavier Rajarathinam, A.Mohammed Sadiq, Rajeshkumar, 2020; Danda et al., 2009; Danda and Ravi, 2011; Dua et al., 2019; Ezhilarasan et al., 2019; Krishnan and Chary, 2015; Manivannan, I., Ranganathan, S., Gopalakannan, S. et al., 2018; Narayanan et al., 2012, 2009; Neelakantan et al., 2013, 2011; Neelakantan and Sharma, 2015; Panchal et al., 2019; Prasanna et al., 2011; Priya S et al., 2009; Rajeshkumar et al., 2019; Ramadurai et al., 2019; Ramakrishnan et al., 2019; Ramesh et al., 2016; Venugopalan et al., 2014). The primary objective of the study is to see the challenges faced by the HR professionals during pandemic and post pandemic.

REVIEW OF LITERATURE

(Tichy, 1981)describes the strategic human resource management. This paper clarifies almost the human asset cycle and it is the major factor in driving the human asset administration work. The human asset cycle has the effect on person and in efficiency and hierarchical execution and it says that in complex associations, the human asset cycle plays a major part in vital administration.

(Becker and Gerhart, 1996)describes why human asset administration (HRM) choices are likely to have a critical and special impact on organizational execution. Our trust is that this inquiry about gathering will offer assistance development inquire about the connection between HRM and organizational execution.

(Lengnick-Hall and Moritz, 2003)specified other benefits for executing HRIS incorporate: creation of HRM arrangements and programs; encourage decision-making with respect to representative exchange, advancement, designation, retirement plans, provident reserves, take off, travel remittances; giving data and submitting returns to legislative statutory bodies; gathering reasonable information and changing them to data and information for made strides choice making; improve competitiveness through the revaluation of HRM homes; make different HRM reports that are exact and up-to-date; and progress worker fulfillment by conveying precise HRM administrations expeditiously.

(Bedi and Khurana, n.d.)said that much of the organization considering approximately infection episodes, and almost emergency administration in common, has centered on planning. With the sudden development of a dangerous unused coronavirus, organizational readiness is key. In later a long time, numerous companies, for illustration, have made chance administration groups to create point by point possibility plans for reacting to a widespread.

(Noe et al., 2007) described the general fundamentals of human resource management. This paper explains about the general practices in human resource management and the arrangements, hones, and frameworks that impact employees behavior, demeanors, and execution and responsibilities of HR department, skills of a HR professional and ethics of human resource management.

(Ahmed et al., 2020) proposed that the Organizations round the world are going through a hard situation, first time in

history and the place of job is converted into a digital workplace, now the HR managers are planning how to have interaction the personnel efficiently and learned about pursued to observe the impact of employee's engagement on organizational overall performance through the mediating impact of information sharing for personnel of greater instructional institutions.

(Bailey and Breslin, 2020) did a review about the past research of an organisation during pandemic. They have researched many papers and concluded that we know from the best accessible logical expectations that there's an direness to act on a large number of amazing challenges, including worldwide wellbeing challenges, bringing down our effect on the environment and the urgent have to be address climate alter to lower the hazard of devastating large-scale fiascos such as the bushfires.

(Caligiuri et al., 2020) stated that the relevance of specifically work on international human resources management (IHRM), to deal with COVID-19 pandemic challenges. Decision-makers in multinational enterprises have undertaken various kinds of actions to alleviate the impacts of the pandemic. In most cases these actions relate in how to manage distance and to rethinking boundaries, whether at the macro- or firm-levels. The pandemic has led to increased cross-border distance problems (e.g., because the results of travel bans and reduced international mobility

(Carnevale and Hatak, 2020) described the like manner, our center must be forward considering, building on the presumption that the fantastic challenge we as of now confront isn't a solitary, odd occasion, but or maybe constitutes a "new reality" that provides modern openings to which organizational researchers and professionals alike will require and need to stay mindful. Toward this conclusion, the current discourse gives a step in that course by highlighting a few suggestions of COVID-19 for representative alteration and well-being.

(Cooke et al., 2020) proposed that the proceeding rise of Asia as a fundamentally critical landmass for the predictable future has re-established intrigued in understanding hypotheses and hone in this locale. This uncommon issue was planned to shed light on human asset administration (HRM) issues in this locale, and to assist direct future investigation in and on this locale. These incorporate: mental contract; work-life interface; corporate social duty; multinational organizations and their backups; the challenges of worldwide ability administration; convergence-divergence; state communism to post-state communism; and joining the setting

(Dirani et al., 2020) look at the roles of home and international leaders and corporations to COVID-19 and to reflect on consideration on the new roles of Human Resource Development (HRD) primarily based on the ramifications of pandemics in general, and COVID-19 in particular. They also explored management skills required in the time of crises, observed by exploring instances of pleasant practices of management in unique contexts, observed through reflections on new roles for HRD researchers and practitioners put up a world crisis.

(Kaushik and Guleria, 2020) said that Work from Domestic could be a concept which is now planning to be a lasting highlight within the corporate world. The current pandemic circumstance has illustrated that WFH is a successful commerce prepared to guarantee progression of business and moreover to supply work life adjust to representatives. It has significant economic and efficiency advantage as well to organizations, in case it is overseen successfully. In any case, WFH cannot be seen as a nostrum for all organization problems. It has got to be utilized in a reasonable way to guarantee workers are prepared, persuaded and saddled to provide the best towards trade results.

(Solanki, 2020) studied that the human resource representatives and their behaviours are the pillars of strength and largest support centre of companies to combat the unpredictable circumstances and to beat the human depression among employees at lots of work places round the globe. During the badly stricken circumstances and to face the challenges, leaders & Human resource managers are highly concerned about their workforce from encouraging the staff to cut back the impacts on their personal still as career by applying various leadership & behavioural aspects in these critically hit phases of COVID-19.

(Bingham, 2020) said that human resource divisions had a troublesome work earlier to the widespread. In 2019, more than 50% of HR pioneers battled to guarantee that workers had the abilities essential to explore a progressively digitized work environment. But, in fact, this "future of work" had continuously appeared a secure separate ahead — distant sufficient, at slightest, to astutely get ready for.

(Liu et al., 2020) explained that the epidemic control leadership team formulated a corresponding system and an emergency plan at the beginning, which ensured that nursing works would be carried out in an orderly manner. Three-level echelons of nurses were established in advance to ensure sufficient preparation of manpower. Nursing staffing efficiency was improved by empowerment of head nurses in different departments.

(Hancock and Schaninger, 2020) describes that the COVID-19 widespread has forced a colossal toll on people's lives and jobs, and it has constrained businesses to alter quickly to outlive. We have seen "HR's finest hour" in overseeing the radical shifts confronting workforces amid the widespread, and we are energized to see how CHROs reimagine center ability homes amid the recovery and past.

RESEARCH METHOD

A qualitative analysis methodology is applied in this study because the aim of this study is to gain knowledge of a specific population.. A questionnaire is prepared and the survey is collected from the HR Professionals from different Organizations/ Industries. The collected survey is then processed in spss software and the data are analysed and interpreted..The main aim of this current literature is to inspect the challenges and knowledge of handling situations of pandemic of HR professionals during an unusual situation. This includes a general survey about the basic features of the HR professionals who participated. This is done by employing a questionnaire which contains various views with respect to the factors and challenges that have been faced by the HR professionals during a pandemic. The sample size for this study is restricted to 26. The frequency analysis table consists of gender, age group, educational background, industry they work, experience, and challenges faced by them during pandemic and in post pandemic situations.

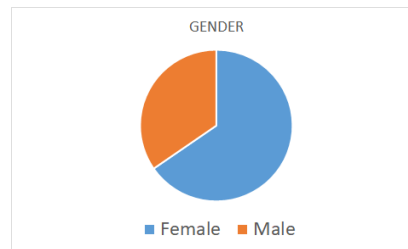


Fig.1: indicates the frequency and percentage values of respondents in which it is analysed from the table that the majority of the respondents are Female (65.4%) when compared to males (34.6%).

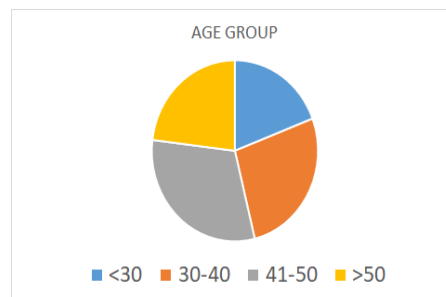


Fig.2: indicates The majority of the respondents are those whose age group is between 41-50 (30.8%) followed by the age which lies between 30- 40 (26.9%) and followed by the age which lies above 50 (23.1) and followed by the age group less than 30 (19.2%)

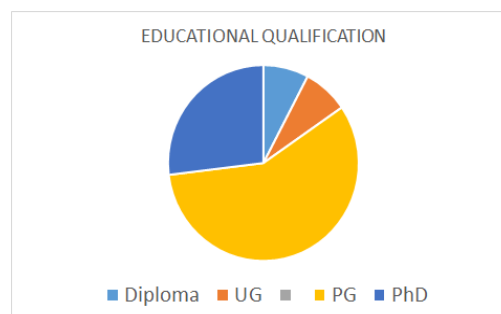


Fig.3: indicates the frequency analysis of educational background shows that the majority of the respondents are PG (57.7%) followed by the PhD (26.9%) and followed by UG (7.7%) and Diploma (7.7%).

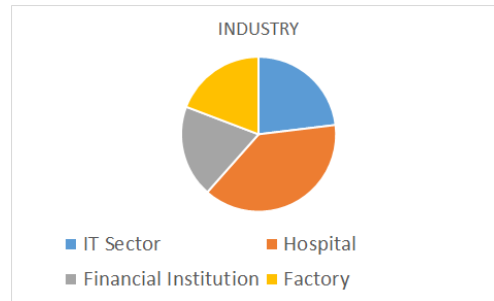


Fig.4: indicates the frequency analysis of respondent Industry shows that the majority of the respondents belong to the Hospital Sector (38.5%) followed by the IT Sector (23.1%) followed by financial institutions (19.2%) and factory industry (19.2%).

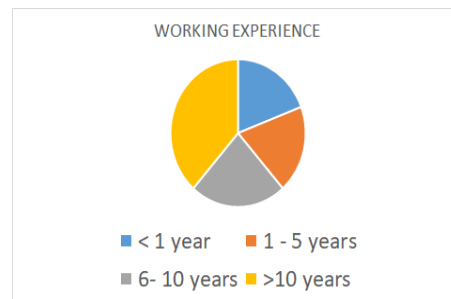


Fig.5: indicates the frequency analysis of working experience of the respondents shows that the majority of the respondents belongs to >10 years (38.1%) followed by 6-10 years (23.1%) followed by <1 years (19.2%) and 1-5 years (19.2%).

Table 1: Mean Analysis

S.NO	Challenges faced by HR Professionals during Pandemic and in Post pandemic	Mean	Rank
1.	The company has adopted the necessary measure for both employees and organizations for virtual meetings during the pandemic situations.	4.69	1
2.	Your organization implemented alternative work schedules.	4.54	2
3.	Your organization took the necessary steps to overcome a pandemic situation	4.54	2
4.	Adopting a careful approach to future hiring.	4.54	2
5.	Your organization is embracing new ways of learning through online mode.	4.42	5
6.	The Work From Home schedule was effective and efficient.	4.42	5
7.	Your work environment follows strict social distancing measures.	4.31	7
8.	Recruiting has become tough	4.27	8
9.	Handling day-to-day operations is a difficult task	4.00	9
10.	WFH may even be a surprisingly beneficial development in an organization.	3.73	10
11.	Can the company operate with 25% or greater absenteeism.	3.38	11
12.	To manage business stability is a challenge for your organization	3.04	12

Table 1 indicates the mean analysis of the Challenges faced by HR Professionals during Pandemic and in Post pandemic shows the variable that the company has adopted the necessary measure for both employees and organizations for virtual meetings during the pandemic situations was ranked first with the highest mean score of 4.69 and the variable that the managing the business stability is a challenge for the organization was ranked last with the lowest mean score of 3.04. It is inferred that the company has adopted the necessary measure for both employees and organizations for virtual meetings during the pandemic situations.

Table 2: Independent sample T test

Gender	F	Sig.	t	df	Sig. (2-tailed)	
To manage business stability is a	Equal variances	3.672	.067	-.224	24	.825

	assumed					
challenge for your organization	Equal variances not assumed			-.237	19.376	.815
Can the company operate with 25% or greater absenteeism?	Equal variances assumed	.059	.810	-.154	24	.879
	Equal variances not assumed			-.155	16.734	.879
WFH may even be a surprisingly beneficial development in an organization	Equal variances assumed	.001	.978	-.178	24	.860
	Equal variances not assumed			-.179	16.614	.860
Recruiting has become tough	Equal variances assumed	.022	.883	-.669	24	.510
	Equal variances not assumed			-.699	18.578	.493
Handling day-to-day operations are a difficult task	Equal variances assumed	.008	.931	-.803	24	.430
	Equal variances not assumed			-.824	17.640	.421
The company has adopted the necessary measure for both employees and organizations for virtual meetings during the pandemic situations.	Equal variances assumed	1.535	.227	-.570	24	.574
	Equal variances not assumed			-.629	21.340	.536
Your organization is embracing new ways of learning through online mode.	Equal variances assumed	.535	.472	-.975	24	.340
	Equal variances not assumed			-.954	15.457	.355
Adopting a careful approach to future hiring.	Equal variances assumed	11.304	.003	-2.151	24	.042
	Equal variances not assumed			-2.636	23.871	.014
Your organization took the necessary steps to overcome a pandemic situation	Equal variances assumed	1.706	.204	-.812	24	.425
	Equal variances not assumed			-.871	19.882	.394
Your organization implemented alternative work schedules.	Equal variances assumed	4.403	.047	-1.570	24	.129
	Equal variances not assumed			-1.743	21.614	.096
Your work environment follows strict social distancing measures.	Equal variances assumed	.601	.446	-.682	24	.502
	Equal variances not assumed			-.782	23.002	.442
Work from Home Your schedule was effective and efficient.	Equal variances assumed	3.551	.072	-2.032	24	.053
	Equal variances not assumed			-2.639	21.409	.015

Table 2 indicates the independent sample T test for various factors. The independent sample T-test analysis of gender vs perception towards changes in HR due to pandemic shows that the 'P' value is greater than 0.05 for all attributes except for 'Adopting a careful approach to future hiring (0.042). Hence, It is Interpreted that there is significant difference between gender and adopting a careful approach to future hiring but no significant difference between rest of the items.

CONCLUSION

The HR manager has to take some possible efforts after this pandemic situation by Counseling their employees to ensure communication efforts help engagement and also offering proper counseling sessions with employees to help them offload their isolation anxiety. After understanding the anxiety and stress of the COVID-19 pandemic, HR will need to put more focus on the mental health and overall wellness of the employees. On the other hand innovation and

risk-taking are becoming more important for employee engagement and organizational success. The disengaging effect of constraints on innovation and risk-taking are particularly severe for high-potential employees who can feel demotivated so HR managers need to emphasize the need and provide opportunities for process improvements. Framing of new age policy has to be done and Organizations need to review policies on workplace flexibility, remote working & contractual staffing and should review and clarify policy by letting the exact information about the organization. An HR professional should go a long way to reinforce employee's trust in the organization and improve their impressions based on how the HR professionals react or respond in the face of crisis and uncertainty and make things move forward. The study was conducted to know about the challenges faced by HR professionals during pandemic and post pandemic situations. Most of the respondents are from the hospital sector and they have 10years of experience in the field. The majority of the HR professionals have faced and faced the problem of handling the day to day operations and to implement alternative ways to overcome the pandemic situation. It is found that HR professionals has adopted the necessary measures for both employees and organizations for virtual meetings, online training, during the pandemic situations. It is able to analyze that alternative measures which have been taken by HR professionals were effective during this pandemic situation. The HR professional has to concentrate on a small percentage of respondents which is to manage business stability of the organization.

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