

Human Resource Management Navigating through Covid-19 @ The Indian Organizations

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Abstract

The role of human resources has completely changed as a result of the rapid change in the business environment worldwide. The organization is compelled, because of globalization, to redefine their human resources functions in order to redefine strategies and policies leading towards the achievement of organizational as well as individual.

HR Professionals of each and every association and moreover for the people who have huge interest in the Human Asset and enhancement, the executives have to realize the developing implications of human capital and comprehend the necessity for developing viable human resource techniques as workforce is going through revolutionary change because of strong worldwide powers and diversity concerns.

The purpose of this exploratory paper is to assist in comprehending regional and global talent trends. To put this much emphasis on employees, the company must place a strong emphasis on human resource practices like rewarding exceptional performance, gauging employee recruitment and careful selection, employee satisfaction, capitalizing in employee development, and promoting from within. It aims to investigate how the COVID-19 pandemic has affected human resource management and the strategies used to deal with it.

Keywords: Covid navigation, HR Challenges, HR Policies, Indian organizations.

Introduction

The term "globalization" refers to the process by which various barriers to the movement of goods/services, knowledge, capital and human-resources across the borders have been broken down and transportation and communication costs have been greatly reduced, resulting in a greater level of integration between people and nations. As a useful tool for international trade in goods and services, globalization has the potential to reduce economic and social disparities between and within nations. Additionally, it ought to be a useful instrument for enhancing sustainable development. For an organisation to flourish in the era of globalisation and escalating competition, it must become more flexible, agile, robust and customer-centric. The HR professional must also evolve in order to become a strategic-partner and a mentor within the company in order to obtain a competitive edge. The HR Division must continually update itself with new HR arrangements and policies in order to be competitive and successful in its area. These modifications should encourage the achievement of the associations as well as every individual's set targets.

As people are valuable resources, an organisation must prioritise human resource practises such recognising top performers, assessing employee happiness, carefully choosing hires, providing internal promotions, and funding staff development.

Not only should HR initiatives focus on personnel, but also on quality standards, client direction, efficiency and stress, collaboration, and administration building. The researcher has provided insight into impending problems and developments in Indian companies' use of human resources. Light on the upcoming issues and trends in managing human resource in Indian businesses.

HR offices are undergoing a transformation by capitalizing on opportunities and mitigating threats. The changing landscape of HR is a direct response to the rapid changes occurring within organizations, driven by factors such as globalization. In today's competitive global environment, the dynamics within organizations has become increasingly intricate and complex. The advent of a globalized world has expanded the talent pool, encompassing both, exceptional and peripheral workers as well as those seeking a long-term or flexible environment. An organization's talent-pool can serve as a source of "sustained competitive advantage", significantly impacting critical, organizational-outcomes, such as "survival, profitability, customer-satisfaction and employee performance" (Pfeffer, 1994; Prahlad, 1993)

To effectively manage human resources on a global scale, an integrated information-system should be deployed. This system collects and stores data from various sources and utilizes technology and data-analytics to analyze the information, providing valuable business insights and enabling the anticipation of future needs. By doing so, organizations can develop the strategies to address those needs. Businesses that can accurately forecast and strategically manage their workforce requirements, particularly for highly skilled individuals, gain a clear competitive edge (World Economic Forum, 2010a). The growing mismatch between the availability of talent and the long-term demand poses challenge for employers worldwide. This imbalance is expected to persist, particularly concerning the highly-skilled employees and the emerging generation of executives. Many populous countries including Russia, China, Brazil and India, struggle to sustain a surplus of adequately skilled workers.

In this context, organizations must prioritize the attraction and retention of human capital over financial resources. In an era where ideas can be easily replicated and financial support is accessible from investors and lenders, effective Human Resource Management becomes a crucial differentiating factor among organizations. "Global leadership development and global staffing are two key aspects of global human resources and possess significant potential to impact multinational organizations" (Pucik, 1996). Only those multinational-corporations that are willing to adapt their "human resource management strategies" to the evolving "global labour market conditions" will be able to attract, cultivate and retain the right talent, ultimately gaining a competitive advantage in the global arena.

Factors that drive 'globalization'

Talent Shortage in Developed Countries

The majority of industrialised countries, including the Germany, Japan and the US will have a "long-term skills deficit", mostly as a result of baby boomers retiring and growing older, notwithstanding the present economic crisis and unemployment. In these countries, more people are retiring from the workforce than are joining it. By 2025, just four new employees will enter the workforce for every five workers who retire in the majority of wealthy countries. According to one estimate (World Economic Forum, 2010), "in order to sustain the average economic growth of the past two decades (1988-2008), the United States would need to add 26 million people to its talent pool by 2030. 46 million more jobs will be needed in Western Europe." The industries most likely to encounter a labour shortage include "manufacturing,

construction, transportation and communications, commerce, hotels and restaurants, financial services, IT and business services, health care, public administration, and education.”

Low-Cost Labor from Emerging Countries

More chances than ever exist for multinational firms to either outsource work to developing countries like China, India, Brazil, and Russia or to hire top people from these countries. Global population growth rates between industrialised and poor countries vary substantially. “The continuous annual rate of growth in the developed countries—the USA, the EU, and Japan—is less than 0.3 percent, while in the rest of the world, population growth is only several times as rapid.” According to the McKinsey Global Institute, “there are already 33 million prospective professionals in developing nations, and they are growing quickly.”

As per the findings of the McKinsey Global Institute (McKinsey Global Institute, 2005 - II), developing economies are experiencing a remarkable growth-rate of 5.5% per year in the number of qualified young professionals. In contrast, established countries are witnessing a comparatively slower growth-rate of only 1% per year. Moreover, the total count of college-educated candidates in low wage-countries significantly surpasses that of higher-wage countries. Presently, both China and India produce more than double the number of young architects compared to the United States. Additionally, Russia generates ten times more financial and accounting professionals than Germany. The globe Migration Report (2010) states that approximately 214 million individuals were international migrants in 2010, with 57% of them residing in high-income countries.

There is an expected substantial increase in the number of migrants in the future. Moreover, the movement of workers and the outsourcing of jobs will not be confined solely to unidirectional flows from developing to affluent nations.

Technological Progress

Technological advancements such as “data warehouses, data marts, enterprise resource planning systems, the intranet, internet and data analytics” have played a pivotal role in facilitating globalization by offering cost-effective and highly powerful tools. Friedman (2005) defined globalization to include events like “the fall of Berlin Wall, the emergence of the internet, the wide-spread adoption of the Windows operating system, the establishment of a global fiber-optic network and the development of inter-operable software programmes that simplified global collaboration.” These developments created a global platform that facilitated unprecedented levels of information-sharing, collaboration and competition. The rise of cloud computing and recent advancements in remote access and support technologies have further propelled the process of globalization.

Numerous service-oriented professionals, including animation, software-development, call-centres and transcription-services, now enable remote employment. Estimates suggest that in 2008, out of the projected 1.46 billion service positions to be added globally, around 160 million jobs (approximately 11%) could be performed remotely, excluding logistical considerations (McKinsey Global Institute, 2005-I). Human resource professionals can leverage global human resource information systems to analyze vast amountsof data gathered from diverse sources, including external and remote channels. This enables them to extract valuable business insights, anticipate future requirements and develop strategic plans to meet the evolving demands of the business landscape.

Objectives of the Study

1. To investigate how human resource management in India has been affected by globalization.
2. To investigate the difficulties Indian industries face in managing their human resources.
3. To offer suggestions and recommendations for efficient HR management process and practices.

Methodology

Secondary sources served as the primary data source for the current descriptive investigation. The secondary was put together from several previously published sources, and the paper's literature review section is dependent on it. The publications are evaluated for the contribution and relevance to the subject. The chosen articles, which will be the major subject of this review research, have been read by the author before.

Results and Discussion

Challenges of Current Human Resource Practices

1) *Changes in Workforce-Dynamics*

Relocating physically is a necessity and requirement. The increase in professionals with dual careers restricts individuals' capacity to adjust and tolerating such responsibilities that may impede their ability to be flexible as well as disrupt authorities' ability to develop and secure talent. A few demographic changes in the workforce have an impact on HR managers in their own right.

2) *Changing Worker Assumptions*

Employees ask for training and look forward to communication with management. The idea of administrative power as it was formerly understood is being replaced by employee engagement and influence, as well as channels for communication up the chain of command and fairness. ICI TOMCO, Blue Star, Hindustan Lever, Central Bank, Otis, and Webel Electro are some of the unions that we can examine. Better customer service and quality are now on their agenda, and they even accuse administration of misconduct.

3) *Globalization*

Due to the necessity of Indian businesses are required to look worldwide, which is challenging for managers who previously operated in sizable, secure markets with little to no competition from either local or foreign firms. Indian enterprises must go from one end of every continuum to the other end.

4) *Managing the Variety*

The increase in values is as a result of an increase in the quantity and caliber of young professionals in the labour force, and increasing women workforces, leading to increased proportion of ethnic minorities, and the versatility of global careers and global knowledge as a prerequisite for career advancement to many high level administrative locations.

5) *Outsourcing the Human Asset*

A few important and useful mental processes have contributed to the pattern of reevaluating. HR departments are removing themselves from routine tasks so they may give attention to important task. Outsourcing is used as a tool to minimize beaurocracy and promote a more receptive society by including a bid process for bringing exterior market forces into the organisation. Demonstrating that the HR department is just as vital as any other function in the company is a difficult task for the HR manager.

6) *Making HR activities ethical*

Recruiting and selecting personnel who uphold ethical standards is the key step. As time goes on, there is a greater and greater need for mechanisms that can ensure that representatives are acting ethically. The HR manager must carefully analyse job applications, weed out those who are likely to commit felonies, and employ those who can build a firm with a strong sense of values.

7) *Organizational Rebuilding*

According to Peter Drucker's predictions in his book *The New Truths*, many large organisations are reducing the number of executive grades, getting rid of levels, and restructuring announcing lines in the associations. Few complaies performing this are Raymond Woollen Mills, ITC, HLL, RPG Enterprise, Ballapur Industries, Godrej & Boyce, Shaw Wallace and Compton & Greaves.

8) *Balancing Work-Life*

Managing and balancing healthy work-life is more important when husband and the wife are working. Adjusting is becoming a huge challenge for HR managers since a competent housewife has greater challenges than a functioning spouse. This means that a programme to balance work and life is necessary. It should include sharing of job, sharing the job, caring for sick child as well as employees, summer camps, training the supervisor to meet the demands of the employees' families and work, flexibility in work schedules, policies regarding sick leaves, a variety of tasks like dry-cleaning, making reservations for dinner and many other similar activities.

Challenges of Human Resource Management in TCS and Birlasoft

1) *Managing Workforce-Diversity*

According to Cox (1993), in order to manage workforce diversity effectively, an HR manager must go from an ethnocentric (superior thought of oneself) to a relative cultural fit to pick the best of the approach attitude. This change in perspective must pervade the HR Chief's administrative structure, including how assets in the hierarchy are prepared, coordinated, driven, and controlled.

2) *Keeping a Diverse Workforce*

The future prosperity of business relies on their ability to effectively manage and lead a diverse workforce, harnessing the unique perspective and ideas and experiences that individuals bring to their roles. While workplace diversity presents challenges and issues, organizations have the opportunity to transform these into strategic assests by capitalizing on the diverse pool of skills and talents available to them.

3) *Managing EIS*

Efficient management control plays a crucial role as knowledge forms the bedrock of organizational decision-making. To facilitate effective temporary changes, it is imperative to have a well-designed controlling system in place that ensures the timely and accurate dissemination of relevant information to the appropriate individuals.

4) *How to Maintain the Level of Recruitment*

Maintaining the company's image, which has been developed over time by employing a sizable digit of fresh employees annually, is HR's biggest issue. These workers ought to internalise moral principles in order to build an effective, values-driven company.

5) *How to Take in Every Recruited Employee*

Despite extensive hiring, there are not enough projects to accommodate each new hire. In order to overcome this issue, they are phoning the recently hired staff in small sets as contrasting to huge groups.

6) *Motivating Employees*

Implementing a suitable incentive system within a company is arguably one of the most powerful motivators. This may have an effect on both employee satisfaction and representative inspiration. The working environment and job as a consequence of the incentives obtained are motivating variables in an organisational context. The employee feels more comfortable and pleased thanks to the incentive system, which has an impact on job satisfaction.

7) *Performance Administration*

Driving the association's and its part's advancement by laying out targets connected with committed neutralize which execution can be estimated, find out capacity improvement help expected to upgrade execution consistently.

8) *Career Development*

To ensure that people have the chance to grow in their abilities so they may pursue professional and personal career goals in line with the objectives of the organisation.

9) *Competency Development*

Finding the requisite competences at the organisational level is the first step in this process. These abilities ultimately depend on the skills that each employee of Birlasoft needs to develop. The ability of Brilasoftians to fulfil their obligations and assigned tasks is continuously being improved, and this has strong ties to the development of the association's capability.

10) *Remuneration*

Giving each individual pay and benefits in light of their dedication and value addition to the organization in a rational and visible manner is the main goal. The major driver is the seriousness with which the compensation is portrayed in respect to the market as a whole.

11) *Training and development* to guarantee the systematic and focused development of the identified competency requirements.

12) *Participatory Culture*

Two main drawbacks result from a narrow focus on using people's skills only to complete tasks that have been assigned: first, it impedes people's development as seasoned professionals; secondly, it also denies the organisation of the readily available multifaceted internal asset pool that actually could add to a significant portion of the encounters and valuable open doors facing the association.

6 Suggestions and Advice:

- 1) Employers must raise liability awareness.
- 2) The employer must provide more support and encouragement to the employee.
- 3) In the future, human resources (including business partners, strategists, OD specialists, system integrators, and researchers) will be of utmost importance.
- 4) Standard marketing practices.
- 5) The amount of money you spend marketing yourself to customers will pay a major role.

Discussion

HR specialists are looking forward to change. HR executives must foresee new changes, embrace them, and create plans for them if they want their organisations to prosper. HR professionals need to be aware of how these trends affect both HR and their association as a whole in order to promote hierarchical success. HR pioneers should establish initiatives and practises today to meet the challenges of future in order to find possible open doors in these turns of events.

This is an opportune moment for HR professionals to reassess their roles, as well as the role of the HR department, in order to make meaningful contributions to the organization's overarching objectives and secure their own long-term relevance. HR plays a pivotal role in striking a balance between various demands and responsibilities, serving as a trusted colleague, internal expert, functional and managerial specialist, and advocate for both employees and business.

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