



Paradigm Shift in HR Strategies, Trends and Jobs: A Transformational Aspect of Post Covid-19

¹Dr. Shuchi Sharma, ²Dr. Ankur Goel

¹Associate Professor, Dewan Institute of Management Studies, Meerut (U.P).

²Associate Professor, Dewan Institute of Management Studies, Meerut (U.P).

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Abstract

Human Resource Management is the backbone and lifeblood of any organization. Organization evolves and originates with people only as all other resources emerged and utilized afterwards. HR plays a dominant role in shaping, developing, reinforcing and changing the overall definition of an organization. The advent of pandemic (Covid-19) has brought immense transformation in the field of HR and broaden its perspective in a wide arena throughout this globe. The macro purpose of this paper is to highlight the key transformational HR strategies and practices as visible and required in a post pandemic period. This paper also emphasize on future HR jobs, key HR trends and HR jobs of the future. It also highlights the digitalization a an emerging domain in the field of HR. It is fundamentally based on exploratory research design with the application of secondary data obtained through the basic 'keyword' search. This study is highly significant in the current post pandemic scenario.

Keywords – Covid-19, Digitalization, Human Resource, HR Practices, HR Future Jobs, Transformation, Strategies, Paradigm Shift.

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Introduction

1. Introduction

The important of 'Human Resource Management' in any organization is considered at a very high and esteemed place. The 'people' roles in any of the organization directly impact the overall growth and development of the organization. It thus helps to achieve organization goals and objectives [9]. The recent pandemic Covid-19 has completely transformed the all functions and even the lives of the people all around the globe. Especially in the context of organizational structure and resources, there has been a paradigm shift in all perspectives. 'Human Resources' has also undergone a major shift in all its functions and domains as influenced by the pandemic. Hence, the macro objective of this paper is to highlight the key transformational HR strategies and practices as visible and required in a post pandemic period. This paper also emphasize on future HR jobs, key HR trends and HR jobs of future. It also highlights the

digitalization an emerging domain in the field of HR. It is fundamentally based on the exploratory research design with the application of secondary data obtained through basic 'keyword' search. This study is highly significant in the current post pandemic scenario. After the introduction the paper portrays the summary of past studies as the part of literature review, concrete objectives of the paper, research methodology applied data analysis and findings, conclusion and finally end up limitations and scope for further research in this domain.

2. Literature Review

The vast pool of literature and intense studies were available related to the HR studies and concerned strategies for the future. All these studies were mainly confined to the secondary data only. Many researchers had already proposed various transformational models and strategic moves for overcoming unpredictable and uncertain situations in HR that too in post pandemic period. The recent pandemic had taken all around 360⁰ revolution in all managerial practices related to human resource. Hence the author tried to generalize all the studies and proposed the future HR strategies and practices which are specifically in post pandemic.

Correspondence

Dr. Ankur Goel

Associate Professor, Dewan Institute of Management Studies, Meerut (U.P).

3. Objectives of Research

- To explore the key transformational HR strategies and practices post pandemic.
- To demonstrate HR future jobs (post pandemic).
- To ascertain the 'Digitalization' as the prominent aspect of HR in post pandemic scenario.
- To highlight the key HR trends in the post pandemic period.

4. Research Methodology

Research Methodology applied in this research paper is quite simple and easy to understand as follows:

- Research Design is **Exploratory** being the author explores the secondary data and describes it uniformly to reach to the findings of the study.
- Research Approach is **Qualitative**.
- Data Collection is completely **Secondary Data**.
- Sampling Frame is highly generalised as this study is **with reference to entire HR domain, but not limited to any specific organization**.
- Content Analysis and synthesis technique and is used to analyze the secondary data available. The researcher primarily obtained the hard and soft copies of all the content available and sorted, streamlined and highlighted the relevant facts pertaining to the objectives of undergoing research work.

5. Data Analysis, Findings & Suggestions

5.1 Major transformational HR strategies and practices (Post pandemic)

- Allow the space for personal choice of determining the way of work.
- Building an organization that rejoices growth, adaptability and resilience.
- Consistent retraining and reshaping is highly essential.
- Contractual, Remote and specialisation oriented (work based) hiring.
- Consideration of 'Human' in HR.
- Collaborative, synthesized and collective efforts to be implemented.
- Developing the stress free workplace.
- Developing the diverse, equitable and inclusive workforce.
- Embracing the overall internal environment and work culture of an organization.

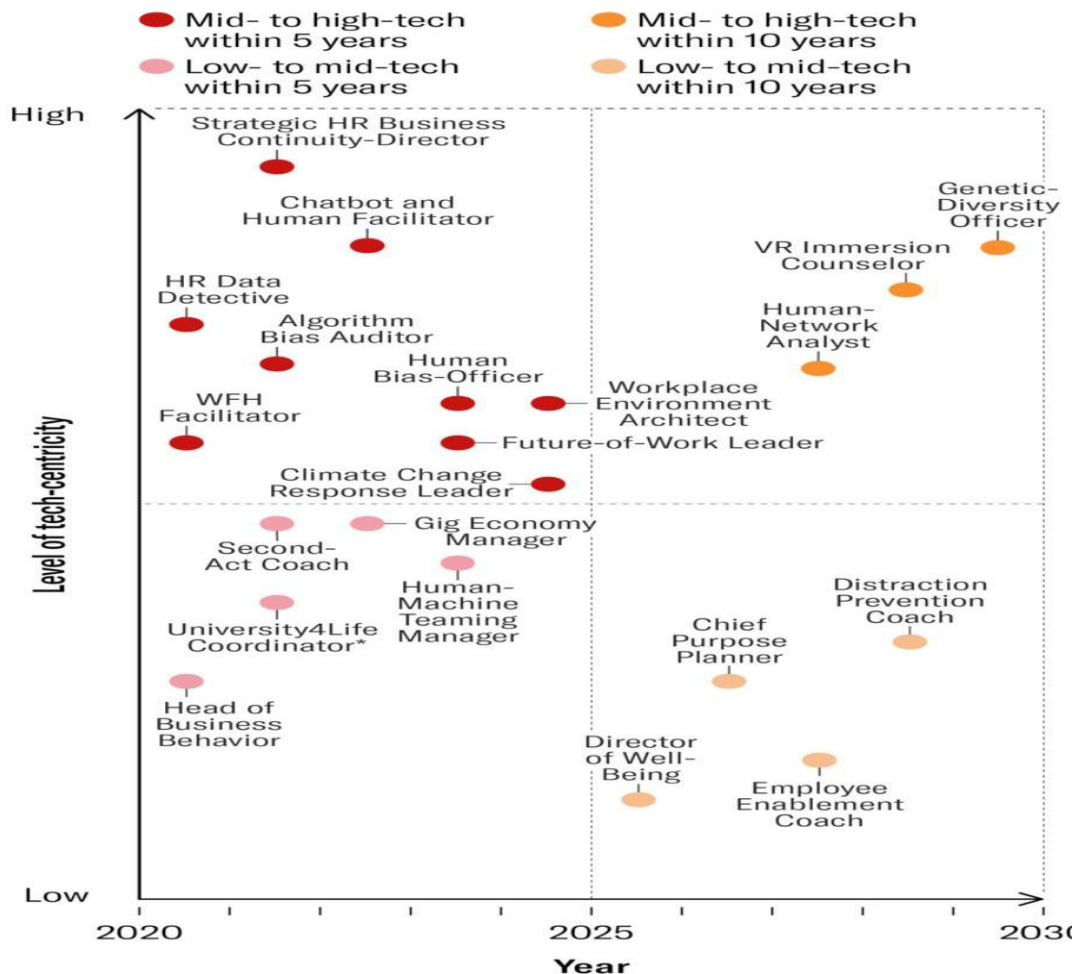
- Employees mental and physical well being.
- Expanding the employee experience by enhancing the well being resources.
- Focus on cost control rather than immediate cost cutting strategies.
- Focussed and attentive recruitment and selection.
- HR value addition in multidisciplinary approach.
- Hybrid and online workplaces are the talk of a town.
- Helping employees to live and perform at their best.
- Introducing 'People Analytics' as a key resource of HR.
- Informational technology, to be considered as a catalyst for overall enhancement of HR.
- Implementing upskilling, re skilling and mobility.
- Jobs recreating, crafting and redrafting.
- Organisational redesign and Change management.
- Providing internal talent mobility in multidimensional aspect.
- Prediction of the new HR avenues and jobs.
- Purpose driven HR objectives with concrete outcomes.
- Promoting the networking of an organisation.
- Professionally designed 'Work from home' strategies.
- Redesigning the 'Incentive and benefits' payouts.
- Reengineer and transform corporate HR learning.
- Revitalize an HR strategic planning and development.
- Skill based compensation to be emphasized.
- A transition from comfort to connection to contribution.

- Technological adoption and deployment in HR.
- Unleash the linguistic and cultural diversity barriers.
- Understanding the 'Time' as the most precious resource.
- 'Work life balance' tools and techniques in a more efficient and effective manner.

5.2 Key 'HR' jobs of the Future (post pandemic)

21 HR Jobs of the Future

How nearly 100 CHROs, CLOs, and VPs of talent and workforce transformation envision HR's evolution over the next 10 years.



*Using state of the art AI platforms, this role guides lifelong learners toward the best, most relevant programs for their individual needs.

Source: Cognizant Center for the Future of Work and Future Workplace LLC

FUTURE

Fig.1: HR Jobs of Future
Source: Mentioned in the fig.4 itself

The model depicted in Fig.1 is the representative grid demonstrating the most predictive twenty one (21) future jobs of HR. At X-axis it is the 'time' (2020 – 2030) and on Y-axis it is the 'level of tech centricity' from high to low being assumed that the technology is completely

utilised in HR in holistic approach. As depicted above the job scenario in HR will going to highly different as compared to pre covid-19 times. The predictive jobs are as follows;

- Head of Business Behaviour.
- Director of 'Well Being'.
- Employee Enablement Coach.

- Universal Life Coordinator.
- Human Machine Teaming Manager.
- Chief Purpose Planner.
- Distraction Prevention Coach.
- Second Act Coach.
- Gig Economy Manager.
- Climate Change Response Leader
- Algorithm Bias officer.
- Work from Home Facilitator.
- Strategic HR Business Continuity Director

- Genetic Diversity Officer.
- Chatbot and Human Facilitator
- HR Data Detective
- Future of the Work Leader.
- Human Network Analyst
- VR Immersion counsellor.
- Chief Purpose Planner
- Workplace Environment Architect.

5.3 ‘Digitalization’ as a vital transformational aspect of HR

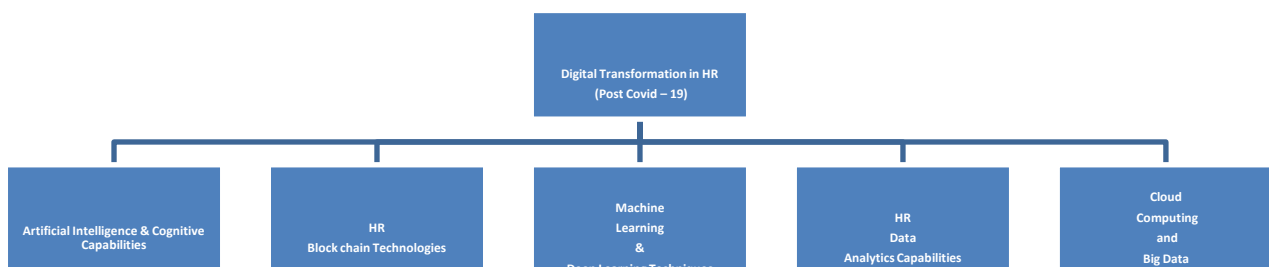


Fig.2: Digitalization as a vital aspect of HR transformation

Source: Authors own formation

As depicted in the Fig. 2, the HR digitalization processes have been segregated in the five major dimensions in a vertical hierarchy which are as follows:

- Artificial Intelligence and Cognitive Capabilities.
- HR Block chain Technologies.
- Machine Learning & Deep Learning tools and techniques.
- HR data analytics capabilities.
- Cloud Computing and Big data analysis.

5.4 Key Future trends of HR

FUTURE TRENDS OF HUMAN RESOURCE MANAGEMENT

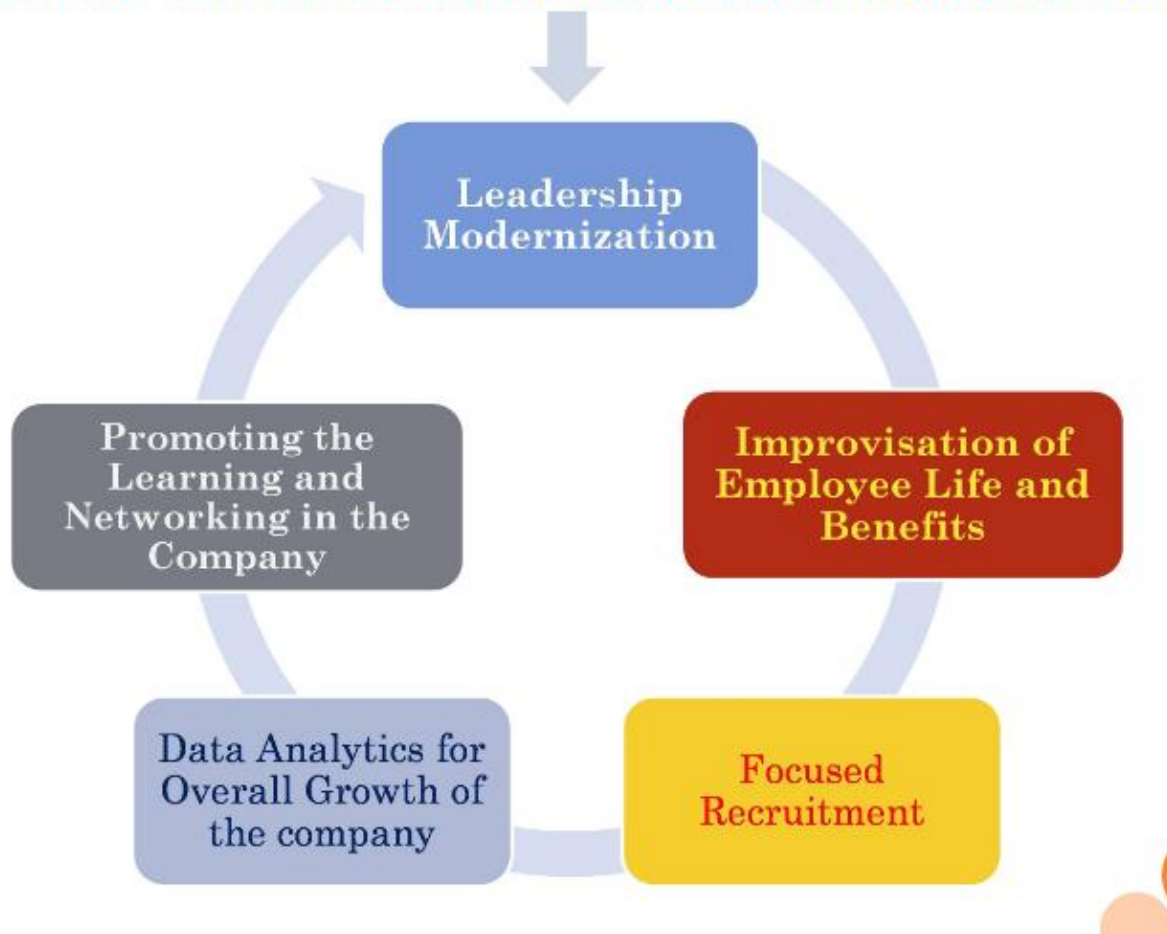


Fig.3: Key Future trends of HR [3]

As demonstrated in Fig. 3, the key future trends involving ‘Digitalization Processes and Techniques’ have been arranged in the circular flow. The major elements of the same are as follows:

- Leadership Modernization
- Improvisation of Employee Life and Benefits.
- Focused Recruitment.
- Data Analytics for overall Growth of an organization.
- Promoting the learning and Networking in an organization.

Eventually, these five dimensions of future trends in HR have been considered as a summary of a transformational strategies and practices in HR leading to the specific future trends in HR.

6. Conclusion

Human Resource Management or just simply and HR is undoubtedly a backbone for any organisation and there has been tremendous transformations and transitions have been taken place during the recent pandemic time and which are here to stay in future as well [10]. HR strategies and practices have been a turnaround and drastically changed with more and more orientation towards technology, sustainability, remote working, online resources, cost visualisation, recruitment processes, work culture, workplace enhancement, resilient practices, mental well being and health

orientation, employee engagement, training and development, change management, innovation and creativity [5]. The future jobs of HR to be governed more and more by qualitative aspects as compared to the quantitative ones in pre Covid times. The author finally demonstrated the key five trends of HR in future as the modernization of leadership, employee wellbeing, focused recruitment, people centricity, data analytics and learning & navigating work culture. Human resource practices and strategies to be completely reframed for the future as far as the post pandemic scenario are concerned.

8. Limitation and Scope for Future Research

The current study is confined to the limited consideration of secondary data due to the time constraints. Lack of any scientific technique involved in this study is also one of the most prominent drawbacks. The worldwide transformation has been now a consistent topic of research and debate as well specifically after this pandemic Covid-19. Researchers all around the globe are regularly monitoring and evaluating the various determinants related to HR issues in future. Hence, there is an immense potential of research in this domain. More and More research based 'Predictive Study' for determining the upcoming HR enabled problems, issues and challenges is highly required that will impact an organizations as a whole.

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