A Study Of Changing Hr Practices At Workplace After Covid- 19 Pandemic

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ARTICLEINO	ABSTRACT
	The Human Resource Department is the key facilitator for all the departments in the firm to pool all the resources for the achieving the sustainability and organizational goals. The covid-19 pandemic has impacted the human resource department significantly. The objective of the research paper is to study the changes in HR practices in post-pandemic era. The present study was focused to understand the new HR practices adopted by the firm in Pune, Maharashtra, India. The sample size for the present study was N = 127. A structured close-ended questionnaire was developed by the researcher to collect the primary data for the study. The collected data were analyzed and interpretation was done by the researcher. The findings of the present study showed after pandemic as there was a shift in working model from office arrangement to hybrid mode and beside managing a normal workforce the HR needs to manage and builds the remote workforce proficiently. HR role has become more strategic in the firms and they have to continuous learned the new set skills to carry out their function effectively in the organization. They not only have to deal with the challenges faced by the human capital and also deals with the factors affected the firm's long run sustainability. HR needs to create and implement remote work policies and building engagement strategies for remote teams **KEYWORDS –** Human resource, work cultural, pandemic, organization.

INTRODUCTION

The Covid-19 pandemic has drastically affected the whole world. It has greatly impacted with great fear and uncertainty to all nations' economy, the all sector of an economy, every organization and each individual at last. No organization remains unaffected from the effects of this pandemic. This pandemic has an impact on the corporate activities making it difficult to survive in the cut-throat competition. This pandemic has brought both the opportunities and challenges to the organization. Due to this pandemic there was a sudden shift in the nature of working in every organization and there was introduction of new technologies in the work during this pandemic.

The invention of new technologies in the workplace and economic uncertainty and instability brought opportunities as well as more challenges to the HR professionals. The introduction of new technologies at workplace will affect the whole process of HR function. Due to the Covid-19 pandemic the foremost challenge which has faced by the HR is the change in the office based working to the remote working. In the pandemic it was the responsibility of the HR department to makes policies to work in a suitable and healthy environment, motivate the employees to perform at their best and make employees responsible towards assigned tasks. Human Resource professionals had to provide the direction to the organization and as well as to the employees to work effectively and efficiently towards the attainment of organizational goal besides helping them learn to be more productive in their roles while working from home.

After the Covid-19 pandemic, the role of the HR professionals become more challenging as the HR plays a role of key facilitator in the whole organization. HR professionals will be no longer having a responsibility of only calculating compensation of wages and appraisal to employees but it will be equally responsible for the success of the organization. After pandemic there is a change in the practices of attracting new talent and keeping constant motivating of the employees at the workplace and every HR practices undergo to the continuous changes.

RESEARCH METHODOLOGY

Objectives of the Study
The objectives of the research paper are as under:
1) To study the changes in the human resource practices at workplace after pandemic.
2) To study the impact of these human resource on the employees performance.
3) To study the impact of the covid-19 pandemic on the human resource practices.

Sampling Unit
1. The total sample size of the study was 127 respondents.
2. The sample was collected from the Pune, Maharashtra.
3. The sectors selected for the study includes banking sector, manufacturing sector, information technology sector and communication sector.
3. The detail of sample was provided below –

Sr. No.	Participants of Sectors	Figures	%
Gender			
1	Male	60	47.24
2	Female	67	52.76
Total respondents		**127**	**100**
Age of the respondents			
1	20-29 years	19	14.96
2	29-39 years	72	56.69
3	39-49 years	31	24.41
4	Above 50 years	5	3.94
Total respondents		**127**	**100.00**
Marital status of the respondents			
1	Married	113	88.98
2	Unmarried	14	11.02
Total respondents		**127**	**100.00**
Education of the respondents			
1	Undergraduate	9	7.09
2	Graduate	49	38.58
3	Master degree	38	29.92
4	Professional degree	31	24.41
Total respondents		**127**	**100**
Working sector of the respondents			
1	Banking Sector	29	22.83
2	Manufacturing company	48	37.80
3	Information technology sector	23	18.11
4	Communication sector	27	21.26
Total respondents		**127**	**100.00**
Designation			
1	HR clerk	48	37.80
2	HR Manager	64	50.39
3	HR General manager	15	11.81
Total respondents		**127**	**100.00**
Working Experience			
1	0-5 Years	23	18.11

2	6-10 Years	37	29.13
3	11-15 Years	37	29.13
4	Above 15 Years	30	23.62
Total respondents		**127**	**100.00**

SCOPE AND LIMITATION OF THE STUDY
The scope and limitations of the study:
1. The study focuses only on the changing human resource practices at workplace after Covid-19 pandemic and their impact. No other matter was being investigated by the researcher.
2. The study was confined to only banking sector, manufacturing sector, information technology sector and communication sector.
3. The scope of the present study was confined to a geographical area of Pune, Maharashtra state, India. Another state was not being included in the study.
4. The samples of the study were 127 employees.
5. The sample was selected by Stratified Random Sampling method.

METHOD OF DATA COLLECTION

The researcher collects the primary data through close-ended questionnaires. The researcher gets a structured questionnaire filled from all 127 respondents via Google form and also collects information through telephonic discussion/interviewed some respondents. For secondary data reference includes books by management experts, Ph.D. thesis, article in periodical, newspapers, research paper; journals. Secondary data also collected from the internet.

DATA ANALYSIS AND INTERPRETATION
CHANGING HR PRACTICES AT WORKPLACE AFTER PANDEMIC

Changes in HR practices after pandemic
HR has to perform various activities like career mapping, ensuring maximum utilization of resources, maintaining feedback mechanism, ensuring more satisfied employees and creating better work culture in the workplace and along with HR professional contributes in framing of business strategy for the managements and brings overall growth in the organization. Hence, it was asked to the respondents regarding changes in HR practices after pandemic. The responses of the respondents presented below in the graph no.01:
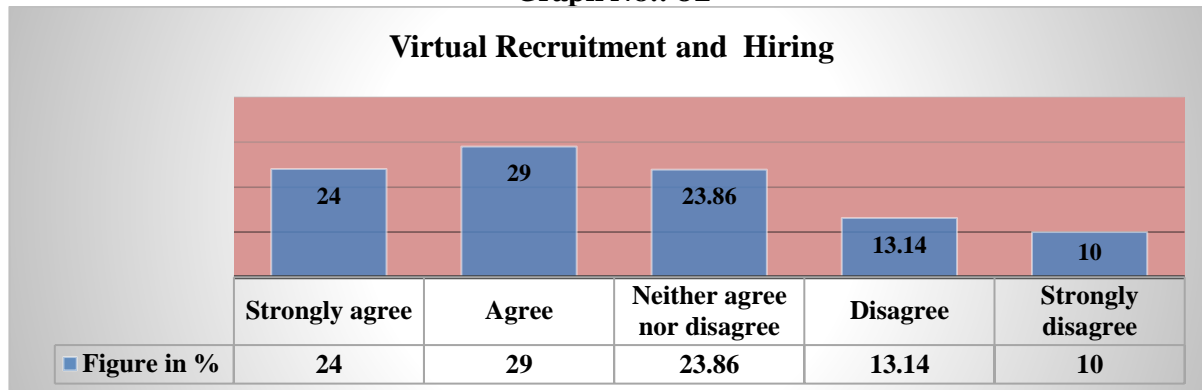
Graph No.: 01
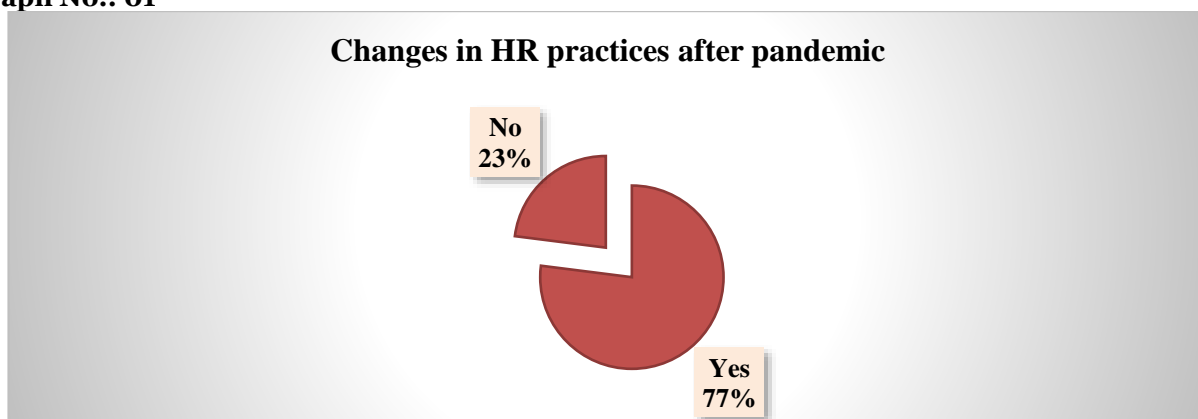
The above graph shows that the majority 77% of the respondents agreed that the there was a change in the HR practices at workplace after the pandemic. According to these respondents their role has become more strategic in the firms and they have to continuous learned the new set skills to carry out their function effectively in the organization. They not only have to deal with the challenges faced by the human capital and also deals with the factors affected the firm's long run sustainability. And whereas 23% of the respondents disagreed that there are no significant changes in HR practices after pandemic.

Virtual Recruitment and Hiring

The key responsibility of the HR is recruitment and Hiring. Human resource management makes sure that the right person at the right place to assigned job to their staff in every department. Assigning the right person at the right position is a complex process to HR manager. Due to the influence of innovative

technologies in workplace required smart work rather than hard work. Hence, it was asked to the respondents regarding changes in procedure of recruitment and hiring in their organisation after Covid-19 pandemic. The responses of the respondents presented below in the graph no. 02:

Graph No.: 02

Virtual Recruitment and Hiring

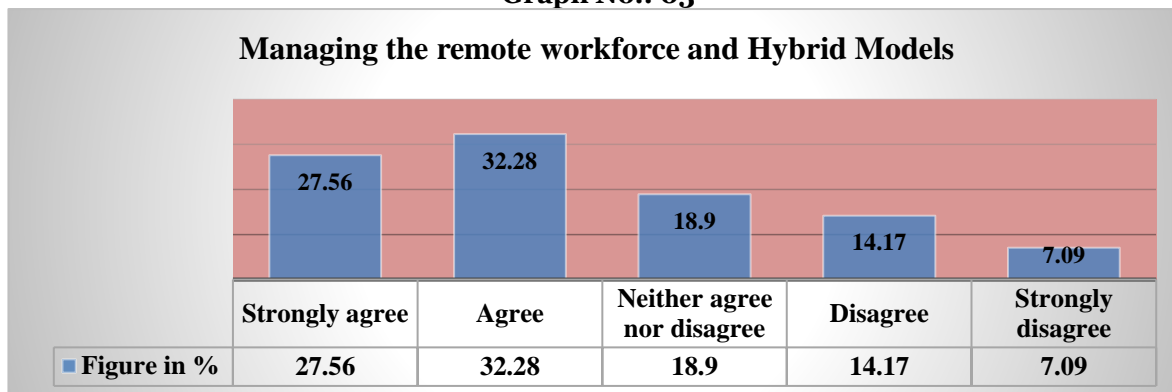| Figure in %	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	24	29	23.86	13.14	10

The above graph shows that 53% of the respondents were agreed that the pandemic has changed the way of the recruitment and hiring in the organization. According to these respondents here was a shift in the traditional way of recruitment to the virtual recruitment. Recruitment and hiring of new employees was done through an online interview with the help of various software and application available. While interviewing the respondents, according to them the entire process of new recruitment and hiring process saves time and resources for both job seeker and HR manager. It provides more opportunities for the employer to gets more talented and skilled people all over the pool. In the other hand job seeker also has more accessibility to apply for job in different organization. It also breaks the chain of nepotism among office staff as well. 23.86% of the respondents were neither agree nor disagree and remaining 23.14% of the respondents were disagreed According to these respondents they follow the traditional method of recruitment and hiring where HR analysis the resume and may call them for further process to take an interview.

Managing the remote workforce and Hybrid Models
The Covid-19 pandemic has accelerated the shift to remote work. The remote work enable the employees do their jobs from home or elsewhere without visiting the office premises. It brings the benefits for both employees and employer by increasing their participation, avoiding unproductive commuting time, finishing their domestic-care responsibilities and brings the perfect work-life-balance. However not all jobs are suitable for remote work, but far more remote work is feasible than typical prior to the pandemic. Hence, it was asked to the respondents regarding changes in managing the workforce after Covid-19 pandemic. The responses of the respondents presented below in the graph no.03:

Graph No.: 03

Managing the remote workforce and Hybrid Models

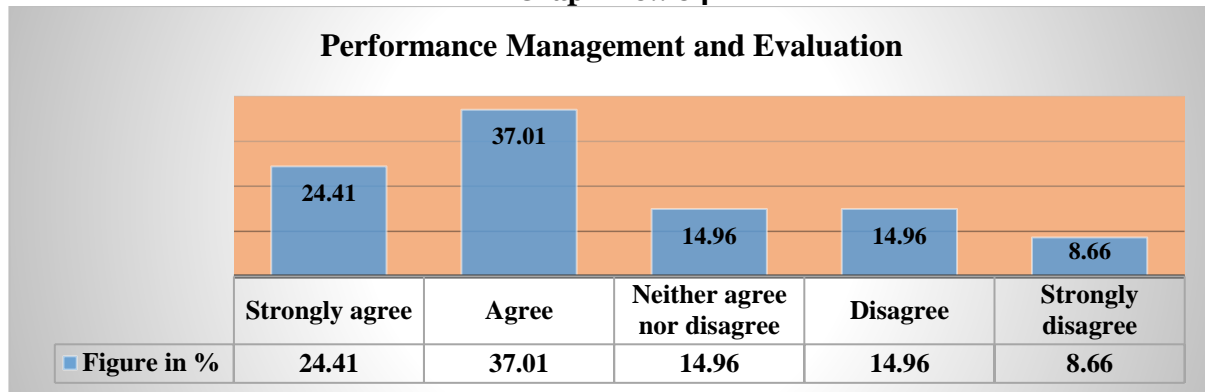| Figure in %	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	27.56	32.28	18.9	14.17	7.09

The above graph shows that 59.84% of the respondents were agreed that the pandemic has changed the working models. According to the respondents after pandemic along with the normal workforce HR needs to manage and builds the remote workforce proficiently. Besides managing the remote workplace a hybrid arrangements in which part of the week is spent at the office and part at home was under the preview of HR practices. HR needs to create and implement remote work policies and building engagement strategies for remote teams. 18.9% of the respondents were neither agree nor disagree where as 21.26% of the respondents disagreed regarding any changes in the working model. According to these respondents their organization doesn't encourages the remote working or hybrid mode of work. After pandemic they have strictly called upon their employees to work from office arrangement and no work from home was allowed.

Performance Management and Evaluation

HR manager evaluates the performance of employees viewing their work record accomplished by management with a specific time or feedback of their supervisor, team leader, or department manager. However in recent time performance evaluation is also done from client's feedback, their behaviour with a colleague, work complains, etc. Hence, it was asked to the respondents regarding changes in performance management and evaluation after Covid-19 pandemic. The responses of the respondents presented below in the graph no.04:

Graph No.: 04

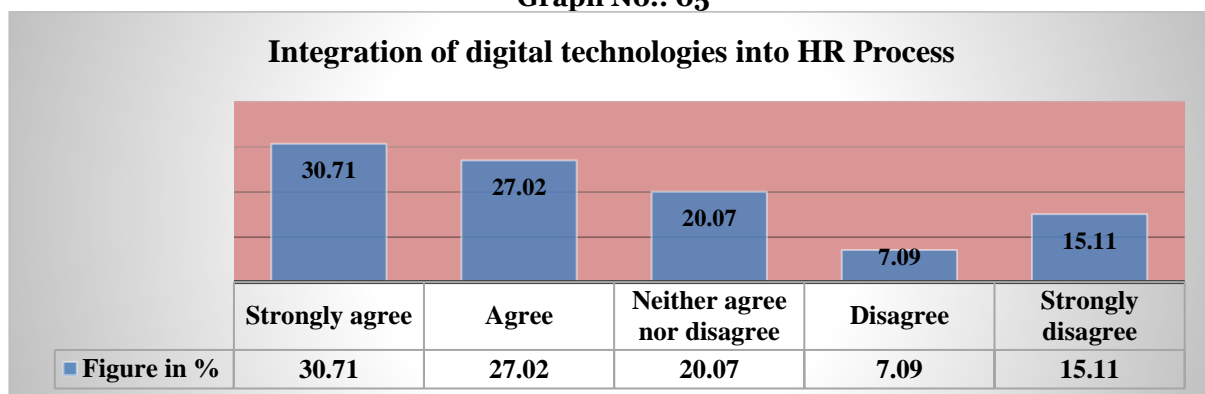|	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
■ Figure in %	24.41	37.01	14.96	14.96	8.66

Out of 127 respondents, 61.42% of the respondents were strongly agreed that there was a significant change in the performance management and evaluation system due to the shift of workforce from office to remote. This change in the model of working impacted the whole evaluation, mentoring and communication system and also impacted the financial system. The HR should adopt a flexible approach to development and support to ensure that employees remain productive and efficient. 14.96% of the respondents were neither agreed nor disagreed while 23.62% of the respondents were disagreed and according to these respondents after pandemic they adopted the traditional modal of working where the performance management and evaluation system remain the same as they were following pre-pandemic.

Integration of digital technologies into HR Process

Digitization as an initiative has been happening in HR processes for some time now. Right from learning and development to team management, digital tools will help to make the processes simpler, effective and transparent. Hence, HR professional need prepare themselves for Integration of digital technologies into HR Process. Hence, it was asked to the respondents regarding changes in the integration of technologies in the workforce after Covid-19 pandemic. The responses of the respondents presented below in the graph no.05:

Graph No.: 05

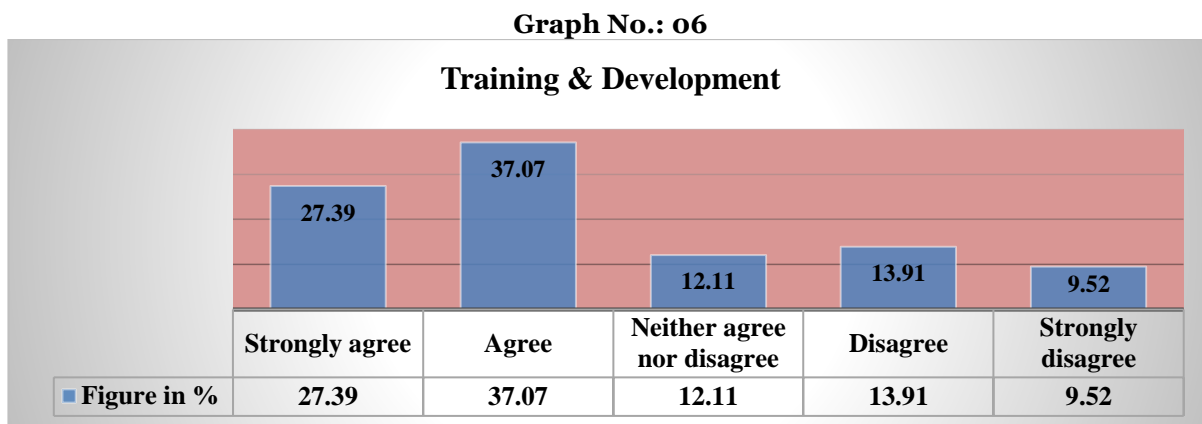|	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
■ Figure in %	30.71	27.02	20.07	7.09	15.11

The above graph shows that 57.73% of the respondents agreed that the pandemic brings the foremost shift in adopting the digital technology in the HR practices and implementing the new technology systems. According to them the HR had to adapt the new technologies to facilitate remote working and for recruitment and hiring. HR integrates the digital technology for training and development of the employees. According to these respondents the HR requires to operate closely with the IT department of the organization. 20.07% of the respondents were neither agree nor disagree. 22.2% of the respondents disagreed that the pandemic has brought the digitalization in HR process. According to the respondents after pandemic they adopted the traditional modal of working where the introduction of the digital technologies is limited to the requirement.

Training and Development

Training explores knowledge of employees, enhances skills, and develops their perception towards works, built confidence, motivates, and able to perform their assigned responsibilities in more productive way. It develops the personal skills to handle situations and self-growth. Training also brings opportunities & benefits to employees and employers.
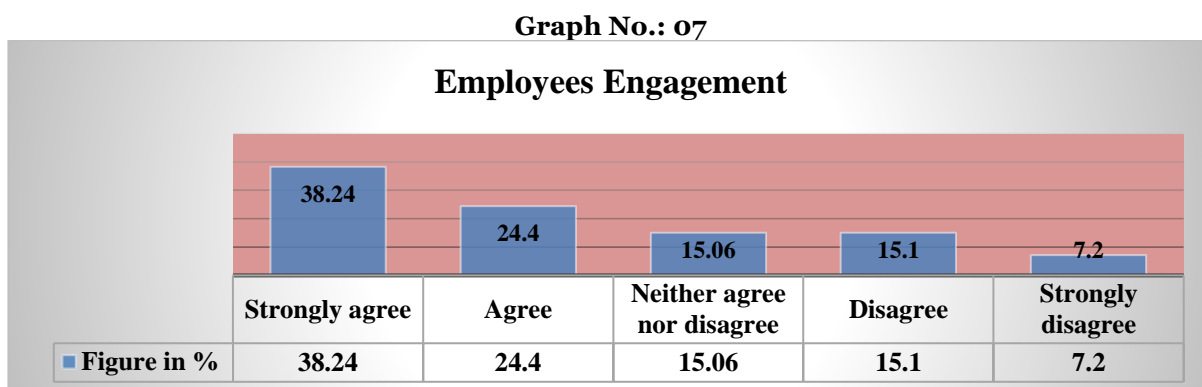
Hence, it was asked to the respondents regarding changes in training and development after Covid-19 pandemic. The responses of the respondents presented below in the graph no.06:

Graph No.: 06

Training & Development

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
■ Figure in %	27.39	37.07	12.11	13.91	9.52

The above graph shows that out of 127 respondents, 64.46% of the respondents were agreed that the training and development has to undergo a drastic change. According to the respondents after pandemic there are many employees who now work remotely and for them the virtual training and online courses was conducted by the HR professional. The HR should provide the remote work training for employees with necessary resource to work efficiently and effectively. To keep a pace with continuous digital transformation the HR should provide the digital literacy programme to employees which enable them to understand the digital tool and platforms and also employees should provide the platform to acquire the update knowledge in their field. 12.11% of the respondents were neither agreed nor disagreed while 23.43% of the respondents were disagreed and according to these respondents their organization doesn't had the resources to invest in virtual training programs or online courses and number of times their employees hesitated to shift in new transition.

Employees Engagement

Employee engagement has a huge opportunity to gain commitment long term relationships between staff and management. Improving employees' satisfaction by HR manager, employees can perform significantly to their work areas and they can make sure the success of the organization. Hence, it was asked to the respondents regarding changes in employee engagement after Covid-19 pandemic. The responses of the respondents presented below in the graph no.07:

Graph No.: 07

Employees Engagement

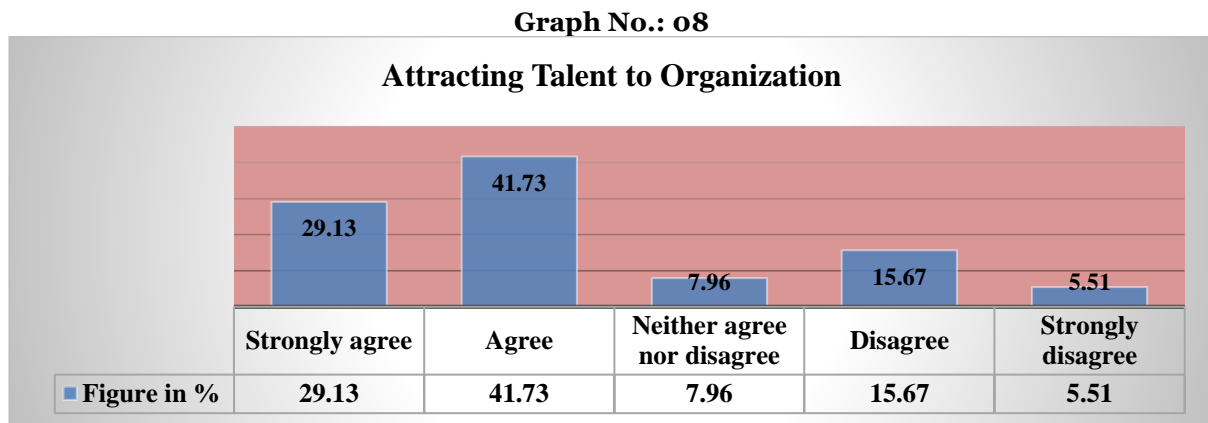|	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
■ Figure in %	38.24	24.4	15.06	15.1	7.2

Out of 127 respondents, 62.64% of the respondents were agreed that the way employee's engagement has changed in post pandemic time. According to the respondents the after pandemic the employees asks for a more holistic approach to measure and increase the employee engagement and there was a necessity to develop a culture of trust among employees and the employers. Along with the building a culture of trust the employees expected a more holistic approach to rewards and recognition with the traditional benefits. According to them it's become crucial to keep employees motivated with the right rewards and recognition. 15.06% of the respondents were neither agreed nor disagreed and 22.3% of the respondents were disagreed

and according to the respondents their organization follows the traditional approach of employee's engagement.

Attracting Talent to Organization

Employees prefer to work in advancement opportunities, good financial packages, and healthy work culture. Social & future securities, location, the bonus will also determine the attracting new talent. For HR managers will need to determine their employer brand and values from the outset. Hence, it was asked to the respondents regarding changes in attracting new talent of the organization engagement after Covid-19 pandemic. The responses of the respondents presented below in the graph no.08:

Graph No.: 08

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Figure in %	29.13	41.73	7.96	15.67	5.51

Above graph present that out of 127 respondents, according to 70.86% of the respondents were agreed in attracting new talent to their organization is more difficult after covid-19 pandemic. According to them people prefer different work environment and a better work-life balance. People prefer to join those organizations which provide them the option of work from home or hybrid working models and a flexible management style. 7.96% of the respondents were neither agreed nor disagreed and 21.18% of the respondents disagreed and according to these respondents bringing new talent from market is not difficult as pandemic also brings more opportunity and innovation in technology and social connectivity in the society and market

FINDINGS

The global pandemic has shaken the entire world in significant manner; no sector was being affected by this pandemic. The covid19 pandemic crisis has changed the way organization and employees work significantly. In the post- pandemic era for HR professional has to faced new challenges and also there was a drastic changes in the HR practices adopted by the organization. The human resource management not only conducting consulting, training, employees review, maintaining discipline, performance appraisal but focused on organizational development, success and sustainability of the firm in the long run. After pandemic as there was a shift in working model from office arrangement to hybrid mode and beside managing a normal workforce the HR needs to manage and builds the remote workforce proficiently. Besides managing the remote workplace a hybrid arrangements in which part of the week is spent at the office and part at home was under the preview of HR practices. HR needs to create and implement remote work policies and building engagement strategies for remote teams. To cope-up with the dynamic and changing market scenario the HR to adapt the new technologies to facilitate remote working and for recruitment and hiring. HR integrates the digital technology for training and development of the employees and it is essential for the organization to update them technically with the new pace of technology. This Covid-19 pandemic has shifted the traditional way of recruitment to the virtual recruitment. Recruitment and hiring of new employees was done through an online interview with the help of various software and application available. The entire process of new recruitment and hiring process saves time and resources for both job seeker and HR manager. It provides more opportunities for the employer to gets more talented and skilled people all over the pool. The change in the HR practices would require new thinking, new approaches and significant learning to keep pace with these changes in the workplace.

CONCLUSION

There is no doubt that the Covid-19 pandemic has changed the traditional approach in core function of the human resource management. Human resource management has changed its definition too with emerging new scope in their work responsibility. After pandemic the human resource management has a wide scope and huge opportunity and contributed to the success of major corporate houses. Human resources energized motivate employees, more productivity, optimizing effectiveness, utilization of maximum available resources

in the business houses. Human resources help to individuals to achieve their personal goal; it identifies employee's behavior, understands their strengths, weakness and brings an appropriate solution to update, encourage and motivate them so that employee can contribute their best to enterprises. They makes sure that the right person on the right work responsibilities, compensating them, developed policies, strategies to achieved organization success. HR manager required to conduct training season to new employees to understand work culture and encouragement. Effective training to employees improves employee's performance, employee's satisfaction and higher morale. In the future HR managers required to introduce new strategies, benefits, and policies to encourage employees and attracting new talent to the organization. Rather than financial benefits, various benefits can be given to employees.

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