



Challenges Faced by HR Professionals in A Post-Pandemic World

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Research Paper

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ABSTRACT

The purpose of this research paper is to study the challenges faced by HR professionals in the post pandemic world. Covid-19 pandemic has introduced the concept of work from home which has become a new normal and trending worldwide. The pandemic has introduced numerous opportunities, new advanced technologies at the workplace but along with the opportunities it has also brought various challenges. For this study the researcher has collected data from 90 HR professionals from Pune City, Maharashtra, India. These samples were selected by the Stratified Random Sampling technique. A self-prepared structured closed-ended questionnaire was prepared by the researcher by keeping in view the purpose of the study. The required data were collected through a Google form and also collected information through telephonic discussion and personal conversation from the respondents.

INTRODUCTION

The basic function of Human resource management is making sure that the right person has the right work responsibilities, compensating them, developing policies, strategies to achieve organization success. The role and responsibilities of the HR professionals has been changing with the time. Due to the introduction of new technologies the traditional working model has been replaced and now the HR professional has to deal with the overall development of human resource capital of the organization which includes the development of strategies, plans and policies for the employees. Human resources help individuals to achieve their personal goal as well; and brings an appropriate solution for their problems, encouraging and motivating them so that employees can contribute their best to enterprises. The pandemic was responsible for various changes, challenges and more opportunity to the HR field. The workforce diversity, changes of economics and technologies, globalization, organizational restricting due to competition in the market, changing nature of work – changing manual to knowledge based work at workplace are the main reason for changing the human resource department

METHODOLOGY

Objectives of the Study

The objectives of the research paper are as under:

- 1) To understand challenges faced by HR professionals after the Covid-19 pandemic.
- 2) To study the impact of the covid-19 pandemic on HR professionals.

Sampling Unit

1. The total sample size of the study was 90 respondents.
2. The sample was collected from the Pune district City, Maharashtra state only. It includes respondents working in the Banking sector, manufacturing hub, IT sector and Manpower consultancy.
3. The detail of Sample size is given in below –

| | Participants of Sectors | Figures | % |
|--|-------------------------|---------|---|
|--|-------------------------|---------|---|

| Sr. No. | | | |
|--|---------------------|-----------|---------------|
| Gender | | | |
| 1 | Male | 50 | 55.56 |
| 2 | Female | 40 | 44.44 |
| Total respondents | | 90 | 100 |
| Age of the respondents | | | |
| 1 | 20-29 years | 17 | 18.89 |
| 2 | 29-39 years | 19 | 21.11 |
| 3 | 39-49 years | 43 | 47.78 |
| 4 | Above 50 years | 11 | 12.22 |
| Total respondents | | 90 | 100.00 |
| Marital status of the respondents | | | |
| 1 | Married | 77 | 85.56 |
| 2 | Unmarried | 13 | 14.44 |
| Total respondents | | 90 | 100.00 |
| Education of the respondents | | | |
| 1 | Undergraduate | 0 | 0.00 |
| 2 | Graduate | 49 | 54.44 |
| 3 | Master degree | 35 | 38.89 |
| 4 | Professional degree | 6 | 6.67 |

| | | | | |
|---|---|--------------------------|-----------|---------------|
| | | Total respondents | 90 | 100 |
| Holding designation of the respondents | | | | |
| 1 | HR Professional (Man Power Consultancy) | 21 | 23.33 | |
| 2 | HR Managers | 69 | 77.00 | |
| | | Total respondents | 90 | 100.00 |
| Working Experience of the respondents | | | | |
| 1 | 0-5 Years | 22 | 24.44 | |
| 2 | 6-10 Years | 28 | 31.11 | |
| 3 | 11-15 Years | 25 | 27.78 | |
| 4 | Above 15 Years | 15 | 16.67 | |
| | | Total respondents | 90 | 100.00 |
| Working Sector of the respondents | | | | |
| 1 | Banking Sector | 13 | 14.44 | |
| 2 | Manufacturing Company | 48 | 53.33 | |
| 3 | Information technology sector | 8 | 8.89 | |
| 4 | Man Power Consultancy | 21 | 23.33 | |
| | | Total respondents | 90 | 100.00 |

SCOPE AND LIMITATION OF THE STUDY

The scope and limitations of the study:

1. The study mainly focuses only on the Challenges faced by HR Professionals after Covid-19 pandemic.
2. The study was confined to only Banking sector, Manufacturing Company, IT sector and Man power consultancy.
4. The scope of the present study was confined to a geographical area of Pune City, Maharashtra State Only.
5. The samples of the study were 90 HR employees.
6. The sample was selected by Stratified Random Sampling Method.

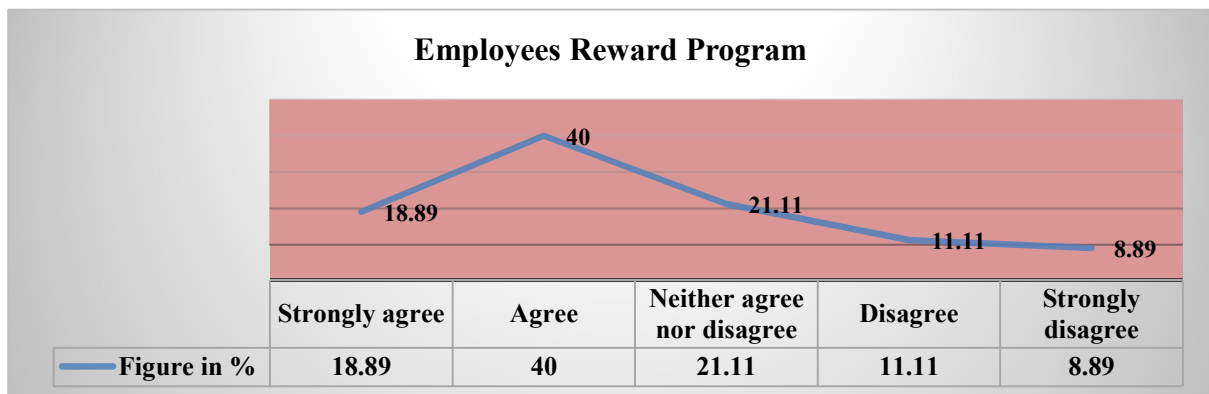
DATA ANALYSIS AND INTREPRETATION

1) Employees Reward Program

One of the prime responsibilities of the human resource department is to reward and appreciate the talented, handwork and dedicated employees of the organization. The reward leads to more satisfied and more productive employees. Employees always expect rewards against for their performance. The organization can encourage the employees for their best work performance by providing them monetary rewards or fringe benefits. The researcher asked the HR professionals whether rewarding the employees becomes a challenging task for them in practicing the human resource practices. Their responds are presented in below graph No. – 01.

Graph No.: 01

Employees Reward Program



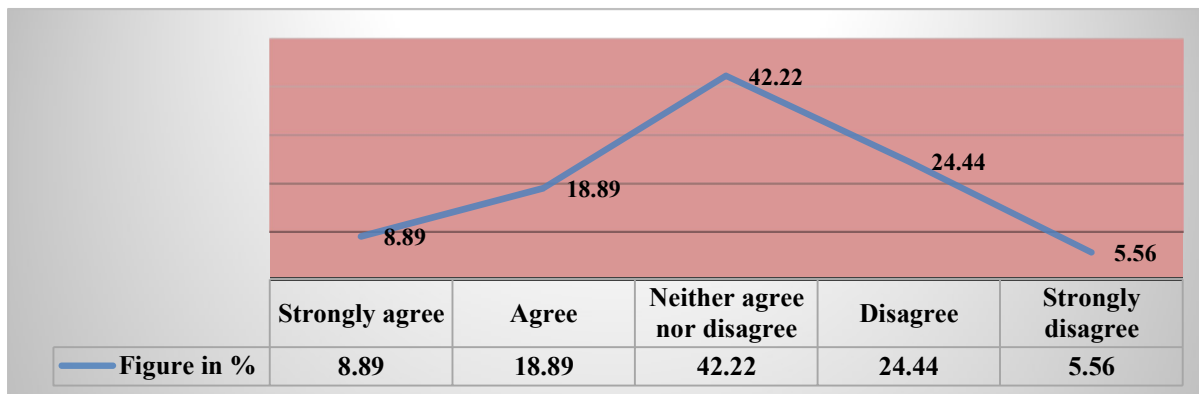
It is found that 58.89% of the respondents were agreed that the rewarding of employees became a challenging task for them in practicing human resource practices. According to these respondents the absence of proper evaluation system and well-designed job description doesn't lead to the fair rewarding of the employees. These respondents also state that the rewards do not create a lasting commitment and rewarding employees unbiased was a challenging task for them. 21.11% of the respondents were neither agreed nor disagreed and were in position. 20% of the respondents were disagreed for considering this as a challenging task. According to them the decision of rewarding of employees in the organization is majorly undertaken by the top management.

2) Developing future leaders for organization:

The HR professional provides training to the potential employees with the organization to reduce the costs of recruiting leaders from outside the organization. The researcher asked the HR professionals whether developing future leads becomes a challenging task for them in practicing human resource practices. Their responses are presented in below:

Graph No.: 02

Developing Future Leaders for Organization

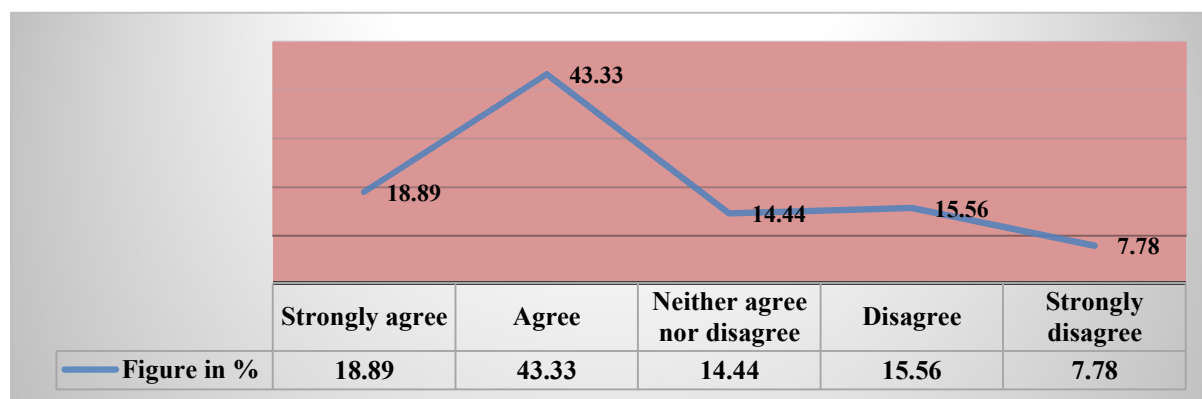


It was found that 27.78% of the respondents agreed that the developing future leader becomes a challenging task for HR professionals. According to them there was a low growth of recognition of leadership development, low motivation among employees, there was a skills transfer gap, a gap between the leadership skills and organizational capabilities and absence of executive skills among employees were the reasons to make leadership development is a challenging task. 42.22% of the respondents were neutral with regards. 30% of the respondents disagreed that developing future leaders for the organization was not a challenging task as according to them the employees were self-motivated for the leadership development programme and the employees are equipped with the executive skills set.

3) Employees Turnover

Lack of motivation, unhealthy competitions among employees, work pressure, absence of flexibility in work, humiliation, harassment at workplace and introduction of new technology, etc were the reasons for employees’ turnover. Employees’ turnover will lead to the incurring of high recruitment and training cost of new employees, more time-consumption and even lower the morale of employees. The researcher asked the HR professionals whether employee turnover becomes a challenging task for them in practicing human resource practices. Their responses are presented in below graph No. – 03.

Graph No.: 03
Employees Turnover



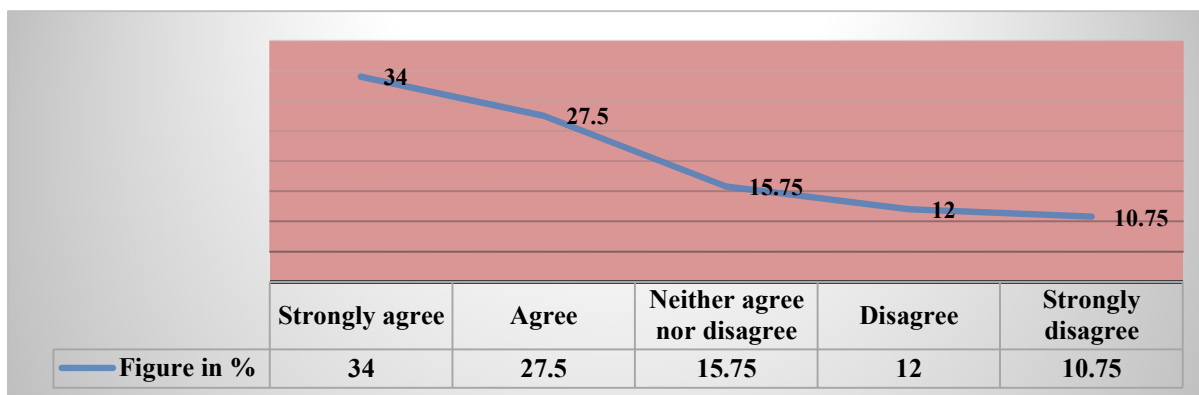
It is found in the survey that 62.22% of the respondents agreed that the employees’ turnover is a challenging task in HR management because it directly affects the work performance and also hampers the organization productivity. After the post-pandemic the employees preferred to have work from home; left the existing job and joined the new organization which provides the work from home opportunity. This increases the employees turnover and which in return increases the cost of recruitment, cost of training and development, replacement cost and also decreases the employees morale. 14.44% of the respondents were neither agree nor disagree. 23.34% of the respondents disagreed with considering employee turnover as a challenge. According to them, turnover increases the opportunities for growth, innovation, brings fresh perspective in the organization and improves the organizational performance.

4) Establishing Healthy and Co-operative Work Culture

Due to globalization the whole world is one business hub that brings opportunities as well as challenges. The organization becomes a place where people from different languages, different religions, different values and different cultures come together towards the achievements of the organizational goals and create the whole work culture. The researcher asked the HR professionals whether establishing a healthy and co-operative work culture becomes a challenging task for them in practicing human resource practices. Their responses are presented in below graph.

Graph No.: 04

Establishing Healthy and Co-operative Work Culture



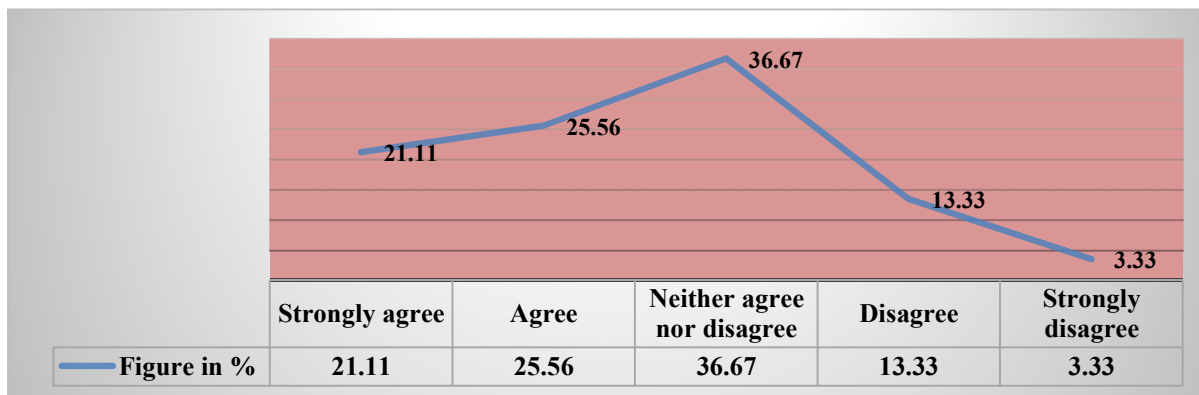
It is found that 34% of the respondents were strongly agreed, 27.5% of the respondents were agreed that the establishing healthy and co-operative corporate culture in workplace was a challenging faced by them because there are people who come from different languages, different religions, different values, different cultures and having different mindsets which leads to the conflicts in the work. According to these respondents the different administration issues also lead to problems in the establishment of healthy corporate culture in the organization. 15.75% of the respondents neither agreed or disagreed, 12% of the respondents disagreed and 10.75% of the respondents strongly disagreed with the above statement and don't feel it is a challenges..

5) Managing Human Resource Capital

Employees are not just workers to accomplish assigned jobs but they are the human resource capital for organization. Hence, it will be more challenging for HR managers to keep them satisfied, motivated, and help in developing their skills which enable the organization to achieve the organizational goals. The researcher asked the HR professionals whether managing human resource capital becomes a challenging task for them in practicing the human resource practices. Their responds are presented in below:

Graph No.: 05

Managing Human Resource Capital



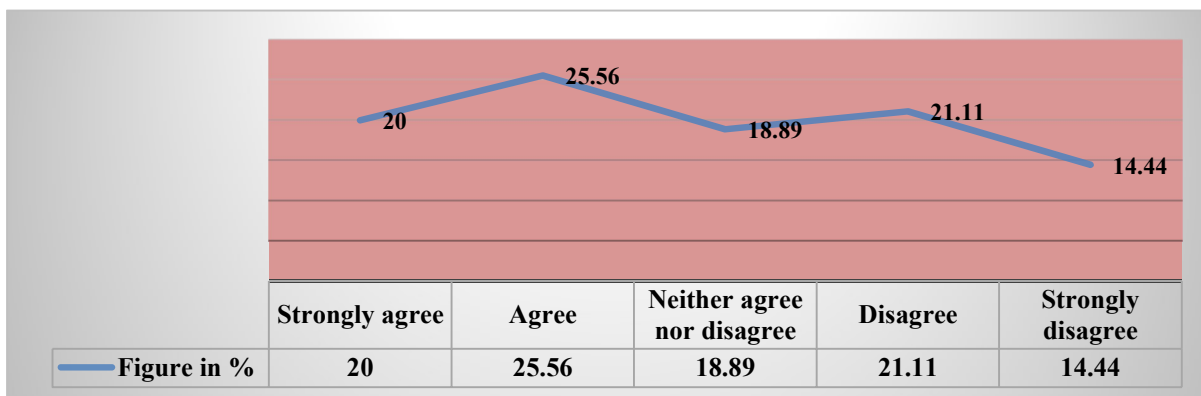
It was found that 25.56% of the respondents agreed and 21.11 % of the respondents strongly agreed that managing human resource capital was a challenging task. After post-pandemic the HR professional has to manage the changing workforce dynamics and also develop the human resource for remote work. According to these respondents the HR professional has to plan and implement various motivating techniques to ensure employee satisfaction and productivity. 13.33% of the respondents disagreed and 3.33% of the respondents strongly disagreed that managing human resource capital was a challenging

task. According to them, managing human resource capital was the same as before pandemic .36.67% of the respondents were neither agreed nor disagree.

6) Work From Home

The pandemic has brought the concept of work for home or hybrid method of working. During the pandemic the work for home was the new normal and the employees will be more attracted to those organizations who offered the work for home opportunities to their employees. Along with the work from home opportunity and the flexible hours are also accepted by the employees. The company should provide the option of work for home/ hybrid method to the employees. The researcher asked the HR professionals whether providing flexible working hours becomes a challenging task for them in practicing human resource practices. Their responses are presented in below:

Graph No.: 06:
Work From Home



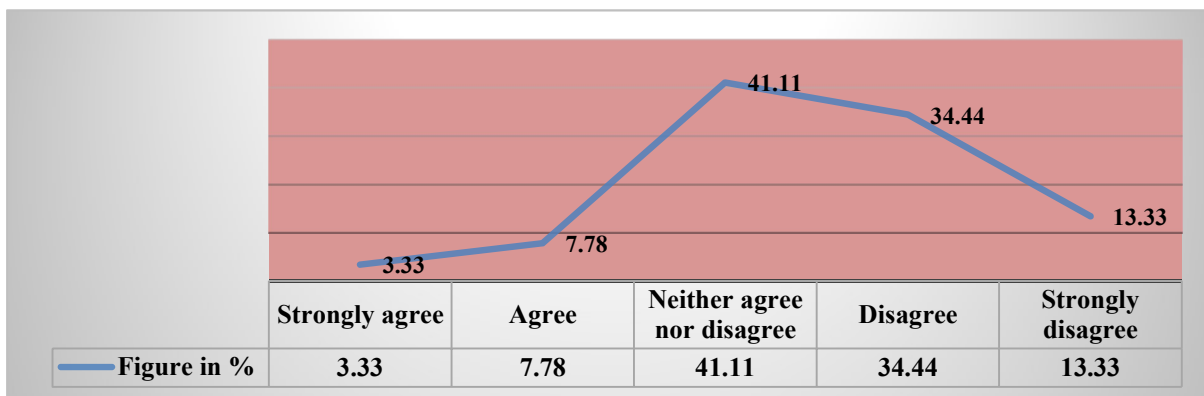
It was found that 45.56% of the respondents agreed that managing work from home was a challenging task both from the viewpoint of employees and employers. According to these respondents, work from home develops a blurred work-life-balance, reduces productivity and also brings the most significant technical challenges before employees. For the organization the WFH has increased the chances of cyber security risk, increased the cost of remote hiring and brings the problems of employee loyalty and retention.18.89% of the respondents were neither agree nor disagreed. 35.55% of the respondents disagreed in considering that working from home was a challenging task. According to them WFH allows flexibility in the work which leads them to maintain work life balance and at last it increases productivity. They also view that the WFH brings the opportunity to pool the best latent regardless of the locations and allow them to make a diverse workforce.

7) Career Advancement Opportunities for Employees

Career advancement is an opportunity for the employees to be promoted in a higher position with more responsibility and more financial benefits. This is the fact that employees constantly seek to achieve a great height in their whole professional careers. The availability of opportunities in a career encourages employees to be more dedicated towards their job responsibilities. The researcher asked the HR professionals whether providing career advancement opportunities becomes a challenging task for them. Their responses are presented in below:

Graph No.: 07

Career Advancement Opportunities for Employees



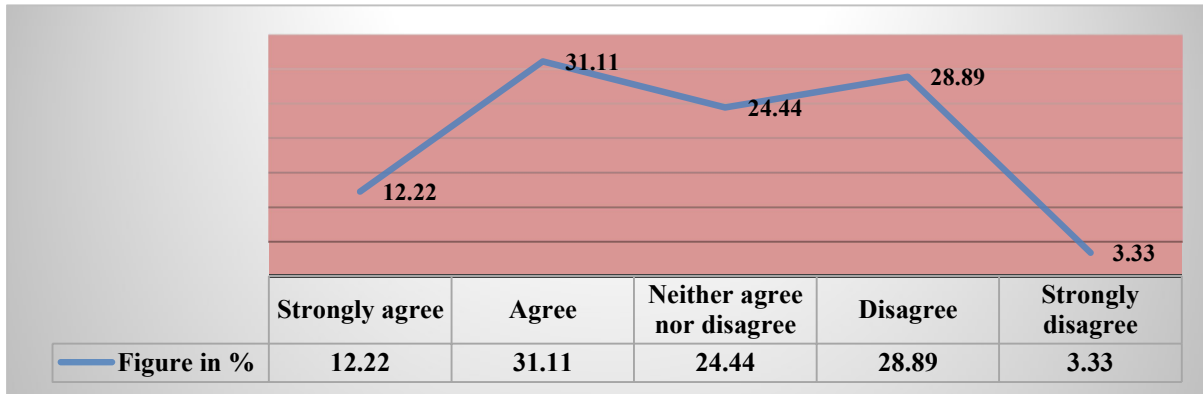
It was found that 11.11% of the respondents were agreed the managing career advancement opportunity was a challenging task. Promoting deserve person, dedicated & loyal employee without any bias makes a difficult tasks and number of time unethical practices were adopted by the individual in career advancement path. In such a condition work culture may adversely affect and may lead to the reason for more manpower turnover. 41.11% of the respondents neither agreed nor disagreed. 47.77% of the respondents disagreed in considering the managing career advancement opportunity was a challenging task..

8) Better Compensations

Compensations are the benefits against their work in the form of cash and non-cash paid by the organization to the worker. It includes basic salary, sales commission, overtime wages, bonus, insurance, and retirement monetary benefits, tour packages – car, accommodation, etc. In fact, compensation is the main reason for disputes between HR professionals and employees at the workplace. Many employees resigned from their jobs due to compensation. The researcher asked the

HR professionals whether providing better compensation becomes a challenging task for them. Their responses are presented in below:

Graph No.: 08
Better Compensations



It was found that 43.33% of the respondents were agreed that the providing better compensation becomes a challenging task for them. According to them it leads to the inequality among employees and may demotivate the underpaid employees. According to this 43.33% of the respondents it also encourages unethical behaviors and unhealthy competition. 24.44% of the respondents were neither agreed nor disagreed. 32.22% of the respondents disagreed in considering providing better compensation becomes a challenging task for them. According to them providing better compensation boosts the employees motivation, increase the job satisfaction and increases the employee productivity which resulted into reduction in employee turnover and more attraction of skilled workforce in the organization.

CONCLUSION

The Covid-19 pandemic has brought drastic changes in all the spheres of an individual life. The way in which the pandemic has impacted the life of an individual it has also affected the functioning and working of the various organizations. The Human Resource Department of every organization is a significant and paramount department and the smooth functioning of this department is essential for the success of the organization. There is no doubt that the HR department faced challenges during the pandemic but also they have to face various challenges after post-pandemic. This pandemic brings more opportunities and challenges for both employers & employees in the workplace. According to this

research paper the foremost challenges faced by the HR professions was increasing the rate of employee's turnover. The increased employee turnover return increases the cost of recruitment, cost of training and development, replacement cost and also decreases the employees morale. To create a great work culture with their future opportunities in the workplace HR professionals required to plan more tactics to retain employees and developed the plan to update their human resource.

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