

(LCMB7011: Managing People)

HR Challenges in Post-Pandemic

Juthsna Begum (1907009)

Lecturer: Efua Adams

Submission Date: 28th July 2023

Extended Authorized Date: 4th August 2023

Contents

Introduction.....	3
-------------------	---

Task 1

1. Evolution of Human Resource Management.....	3-5
2. Impact of Technology.....	5-9
3. Shaping Sustainability in HRM.....	9-10

Economic.....	11
---------------	----

Environment.....	12-13
------------------	-------

Social.....	13-14
-------------	-------

Organisation Climate.....	14-16
---------------------------	-------

Flexible working, Employee Engagement and Employment Contracts....	16-18
--	-------

4. Global HRM Strategies.....	18-21
-------------------------------	-------

Task 2

Recommendations and Improvements.....	22-23
---------------------------------------	-------

- Three-Legged Stool.....	23-25
---------------------------	-------

Conclusion.....	26
-----------------	----

Reference	27-30
-----------------	-------

Appendix	31
----------------	----

Introduction

This report looks at how Human Resource Management (HRM) has changed since the end of the pandemic. It focuses on the problems and possibilities that have come up. It looks at how technology has altered HRM and how current and future technology trends are changing. The study also looks at how HRM is changing to keep up with the changing world of flexible work, employee engagement, and the effects on employment contracts. Also, it details how vital global HRM strategies are for handling a global workforce and getting a competitive edge in today's globalised world.

The COVID-19 pandemic has changed the way things usually work in the workplace. This has forced organisations and HRM pros to change quickly and strategically. Technology has been vital to this change, allowing people to work from home, work together online, and use digital. This includes improvements in artificial intelligence, data analytics, automation, and tools for communicating from far away.

This report hopes to show how HRM is changing in the post-pandemic age by going into detail about these critical areas. It aims to give valuable insights into the effects of technology, flexible working, employee engagement, employment contracts, and global HRM strategies.

1. Evolution of Human Resource Management

Human Resource Management (HRM) has evolved significantly over time, adapting to the changing needs and dynamics of the business environment. Initially, HRM focused on industrial relations and compliance with industry regulations. However, it gradually moved towards a more people-oriented function, realising the importance of employee development and training. The emergence of human resources departments in the mid-20th century marked the transition to administrative duties and compliance with labour laws. During the 1980s and 1990s, HRM entered the era of human resource development, which recognised the importance of employee development for organisational performance (Manashree, 2019). HR professionals have begun to focus on talent management, performance reviews, and employee training initiatives. Then, HRM saw the rise of strategic HRM. HRM professionals have started to contribute to strategic decision-making in organisations actively. Workforce planning, succession planning, and organisational development became critical areas of focus (Wright and Ulrich, 2017, pp. 45-65). HRM progressed from functioning as an administrative task to transforming into a strategic

collaborator, harmonising its methodologies with the comprehensive aspirations of the organisation.

Amid these transformations, the Institute of Personnel and Notary Development (CIPD) has emerged as a leading catalyst in human resource management. Founded in the early 20th century, CIPD has been essential in developing human resource management practices. According to Armstrong and Taylor (2023), it provides resources, training, and certification for HR professionals, helping them improve their skills and knowledge. The influence of CIPD on HRM is evident through research, thought leadership, and collaboration with industry experts. The organisation has developed a professional code of conduct that outlines ethical standards for HR professionals and promotes fair and inclusive practices. CIPD advocacy is a tool to position HR professionals as strategic partners and influential decision-makers (Armstrong & Taylor, 2023).

Looking to the future, HRM faces some challenges, especially after the COVID-19 pandemic. The pandemic has spurred specific trends and presented new challenges that HRM must address. One of the significant challenges is the digitisation of HR processes. MarketLine (2022) argues that automation, artificial intelligence, and data analytics transform HR functions (page 6). HR professionals must adapt to these technological advances and leverage data-driven insights to make informed decisions. They must embrace new tools and technologies to streamline HR processes, improve efficiency, and enhance the employee experience.

Talent management remains a significant concern for organisations. As the labour market becomes more competitive, attracting and retaining top talent becomes increasingly difficult. HRM must adopt innovative recruitment strategies, focus on employer branding, and create engaging employee experiences to succeed in this business (MarketLine, 2022, pp. 11-12). Additionally, organisations must invest in continuous learning and development programs to nurture and retain their existing talent. MarketLine's case study (2022) shows that diversity, equity, and inclusion have received attention in recent years and that HRM needs to ensure fair and inclusive practices within organisations (p. 13)). HR professionals must promote workplace diversity, combat unconscious biases, and develop policies that value and celebrate differences. Establishing an inclusive environment where every worker feels valued and admired is essential for businesses to thrive in a diverse world.

The importance of mental health and work-life balance is also in focus as the pandemic brings the issue to light. HRM should prioritise employee welfare initiatives, extend support to remote workers, and design programs that promote workplace environments; Healthy. This includes implementing flexible working hours, providing mental health resources, and promoting a positive work culture that supports work-life integration. Ethical considerations will also shape the future of HRM. HR professionals face AI privacy, data protection, and ethics challenges. Transparent communication, respecting employee privacy, and considering potential bias in algorithms and decision-making processes are vital in ensuring ethical HR practices (MarketLine, 2022, pages 13-14).

Post-pandemic challenges further complicate the HRM transition. Organisations have shifted significantly to remote working and virtual collaboration during the pandemic. Wontorczyk and Rożnowski (2022) add that managing work remotely, facilitating virtual teamwork, and maintaining employee engagement in hybrid work environments pose unique challenges for HRM. HR professionals must develop strategies to support remote workers, promote team cohesion, and ensure a sense of belonging despite geographical distance. They must also deal with potential burnout and protect employees' health in new work arrangements.

HRM has evolved from administrative tasks to strategic functions contributing to the organisation's success. CIPD has significantly shaped the HRM profession through its resources, standards, and advocacy. The future of HRM will be shaped by digitisation, talent management, diversity and inclusion, employee well-being and ethical considerations. Overcoming post-pandemic challenges and adapting to the changing work landscape will be essential for HRM professionals to contribute effectively to their organisation's success.

2. Impact of Technology

Major technology companies are at the top of leading the development and provision of sophisticated software solutions tailored exclusively for human resources (HR) and workforce analytics. The technology titans, renowned for their vast capabilities and expertise across multiple disciplines, have acknowledged the growing significance of human resources (HR) and workforce analytics within enterprises (MarketLine, 2022, p. 8). Through their vast skills, these prominent technological conglomerates create advanced software solutions that use cutting-edge technologies such as artificial intelligence (AI), machine learning (ML), and data analytics. These solutions facilitate the collection, analysis, and interpretation of extensive quantities of

human resources (HR)-related data for businesses. This empowers them to make well-informed decisions and implement proactive strategies to enhance the efficiency and effectiveness of their workforce. For instance, IBM is a multinational technology corporation with a robust analytics solution implemented through their suite of artificial intelligence (AI) known as 'Watson'. According to MarketLine (2022), 'Watson' is a collection of pre-developed apps and technologies suitable for enterprise use. Its purpose is to minimise the expenses and challenges of adopting artificial intelligence (AI) by offering cutting-edge natural language processing, automation capabilities, and a commitment to appropriately utilising AI (p. 8). The Watson Talent Insights programme developed by IBM is specifically built to cater to the needs of the modern workplace. By leveraging advanced analytics and predefined research inquiries, this software assists organisations in navigating a range of human resources (HR) difficulties. Critical features of Watson Talent Insights include:

Data collation	The software gathers both internal and externally generated data. This enables firms to conduct comprehensive analyses of workforce-related information. The data may encompass several aspects, such as employee demographics, performance metrics, survey responses, market trends, and other relevant information.
Pattern Analysis	Watson Talent Insights applies advanced analytics techniques, such as pattern analysis, to identify meaningful patterns and trends within the collected data. This helps businesses uncover valuable insights and make data-driven HR strategies and workforce management decisions.

The growing demand for human resources (HR) and workforce analytics software within large technology companies has resulted in the emergence of smaller technology vendors as a disruptive presence in the industry. One such example is ActivTrak, Inc., a software company specialising in workplace productivity and analytics, which experienced substantial growth in 2020 (MarketLine, 2022, p. 8-9). The achievement can be ascribed to the wide adjustment of corporations to a novel operational milieu instigated by the COVID-19 pandemic. The primary objective of ActivTrak, Inc. is to offer significant and relevant insights for the 'modern workplace' in the context of monitoring productivity in sales, management, CEO and Administration (Appendix 1). The company's financial statements demonstrate significant growth in sales of

140% when compared year-on-year. Furthermore, the organisation has broadened its client to 8,500 and substantially developed 325% in its partner initiative. In addition, the company has garnered numerous honours, notably the esteemed Deloitte Technology Fast 500 awards (MarketLine, 2022, p. 8-9).

The rapid growth of emerging analytics software companies indicates a growing intensity of competition within the technology industry. The reputation and influence of prominent technological giants are significant factors in client attraction, as organisations frequently place trust in these well-established brands based on their history of providing innovative and dependable solutions. Furthermore, it is worth noting that both smaller and larger technology companies possess the necessary financial means to allocate resources towards research and development endeavours. This strategic investment allows them to continuously enhance their software solutions, ensuring that they remain at the forefront of the HR and workforce analytics market while also adapting to the ever-changing demands of this industry.

The effect of technology on the development of Human Resource Management (HRM) has been remarkable, revolutionising the manner HR functions operate and altering the position of HR professionals within organisations. Technology has enabled HRM to streamline procedures, amplify productivity, and deliver excellent strategic value. A case in point illustrating the impact of technology on HR management is implementing an integrated HRM software system in a large multinational company (MarketLine, 2022, pp. 1-16). This software solution has automated various HR processes, such as recruitment, onboarding, performance management, training, and payroll. Case studies show how technology can significantly improve HR performance and contribute to organisational success. Process automation is one of the critical impacts of technology on HRM. Human resource management software systems have repetitive and time-consuming automated tasks, such as data entry, record keeping, and report generation. This automation has freed up time for HR professionals, allowing them to focus on more strategic and value-added activities, such as talent management and employee engagement. And organisational development (MarketLine, 2022, p. 6).

Technology has also changed the process of recruiting and attracting talent. Online job portals, social media platforms and applicant tracking systems have made it easy for HR professionals to attract and identify qualified candidates. Automated screening algorithms and tools help streamline the initial screening process, improving the efficiency and effectiveness of candidate selection. Additionally, technology has facilitated remote interviews and virtual assessments,

allowing organisations to access global talent, and improving workforce diversity (MarketLine, 2022), pages 11-12). Data analytics is another significant impact of technology on HRM. Human resource management software systems capture vast amounts of data regarding employees, performance, and organisational metrics. Through data analytics, HR professionals can gain valuable insights into workforce trends, identify skills gaps, and make data-driven decisions (MarketLine, 2022), page 8). Predictive analytics can help HR professionals predict future talent needs, predict revenue, and design goal retention strategies. These analytics enable HRM to align its activities with strategic goals and achieve better business results.

Current technology trends continue to shape the HRM field. First, AI-powered chatbots and virtual assistants are increasingly being used in HRM to provide instant support to employees, answer frequently asked questions, and automate HR inquiries via email. regular (MarketLine, 2022, page 9). Machine learning algorithms can analyse large amounts of employee data to identify patterns, predict employee behaviour, and recommend personalised training and career development. MarketLine (2022) notes that another trend is adopting cloud-based human resource management systems (page 10). Cloud technology provides flexibility, scalability, and access to remote HR data and applications. It eliminates the need for on-premises infrastructure and allows HR professionals to access HR information anywhere. Cloud-based HRM systems facilitate collaboration and seamless integration between different HR functions and enable real-time data sharing and reporting.

The future of technology in HRM offers exciting prospects. One of the significant trends in the future is the increased use of predictive models and advanced analytics. HR professionals will leverage advanced analytics to gain insight into employee performance, engagement, and retention. Predictive modelling will enable HRM to predict future workforce needs, identify high-potential employees, and develop targeted strategies for talent management and succession planning. Prikshat, Malik and Budhwar (2021) add another future trend:

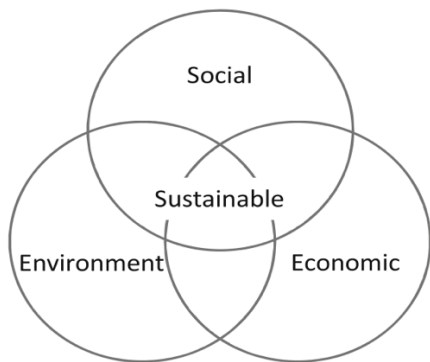
Integrate technology into the employee experience. HRM will focus on creating personalised and engaging employee experiences through technology. Self-service employee portals, mobile apps, and personalised learning platforms will enable employees to manage HR-related tasks, collect training materials, and join their career paths. In addition, adopting virtual reality (VR) and augmented reality (AR) can revolutionise employee training and development. VR and AR simulations can provide immersive learning experiences, allowing employees to practice their skills in a virtual environment (Gasmi & Benlamri, 2022). These advancements can transform

on-the-job training, especially in industries that require hands-on engagement, such as healthcare, manufacturing, and aeronautics.

However, besides the benefits, technology also poses challenges for HRM. One challenge is data privacy and security. With increased employee data collection and use, human resource management must ensure compliance with data protection regulations and implement robust security measures to protect sensitive information. Employee feelings. Another challenge is the potential for bias and discrimination in AI algorithms. HR professionals should be careful when using AI-based tools and ensure algorithms are fair, unbiased, and transparent. Ethical considerations should guide the development and use of AI in human resource management (Lee, Zankl, & Chang, 2018).

3. Shaping Sustainability in HRM

Sustainable HRM refers to implementing strategies and practises within the realm of HRM that facilitate attaining financial, social, and environmental objectives. This approach encompasses internal and external impacts on the organisation and is oriented towards long-term outcomes. Additionally, it involves mitigating unintended consequences and negative feedback (Ehnert et al,2016, P.90). The importance of HRM sustainability within organisations stems from several factors, including the rising prevalence of occupational health concerns, the scarcity of human resources, and the demographic challenge posed by an ageing population (Ehnert et al,2016). According to Stahl et al. (2020), HRM practices can be sustainable if they help with social well-being, environmental protection, and long-term economic prosperity. On the other hand, practices are not durable if they hurt people, the environment, or the economy.



(Ehnert et al,2016).

The concept of sustainability holds considerable importance in shaping theoretical and practical human resources dynamics and fostering novel viewpoints by incorporating a "triple bottom line" framework encompassing environmental, economic, and social dimensions into HR management practices.



(Stein, 2023).

The Triple Bottom Line (TBL) concept can enhance an organisation's reputation among its stakeholders, attracting high-calibre personnel and cultivating favourable connections with customers, investors, and the community. Additionally, dimensions contribute to heightened staff engagement, increased job satisfaction, and strengthened loyalty, leading to elevated retention rates and enhanced productivity. Implementing the TBL framework may present challenges, such as resistance to change, resource constraints, and measurement difficulties (Stein,2023). To deal with these challenges, organisations can develop a sustainability-focused HR strategy aligned with the organisation's overall goals and values and set up clear metrics and performance indicators to measure the impact of sustainable HR practices. Also, it fosters leadership commitment and employee engagement through effective communication and training programs. The sustainability of HRM can be categorised into three distinct conceptual approaches: sustainable resource management, sustainable work systems, and sustainable HRM. The objective of sustainable resource management is to elucidate the correlation between an organisation and the environment, as well as to suggest strategies for addressing resource shortages. Work systems emphasise the social dimension of sustainability and aim to broaden the understanding of factors that lead to the adoption and enhancement of human resources. Ultimately, sustainability is widely recognised as a mutually beneficial outcome for stakeholders, resulting in long-lasting economic sustainability (Ehnert et al,2016).

Economic

In HR sustainability, implementing cost-effective human resources (HR) practises involves adopting efficient HR processes to optimise resource allocation, minimise operational expenses, and improve overall productivity. Other key considerations include (Ehnert et al,2016) :

Flexible work arrangements	Telecommuting, the ability to choose working hours, and compressed workweeks have enhanced the equilibrium between work and personal life while mitigating transportation-related carbon emissions. Organisations can achieve financial savings and environmental benefits by implementing flexible work arrangements, such as remote work options and different work hours. These practices enable organisations to save expenses for renting office space, energy consumption, and transportation while promoting sustainability.
Incorporating sustainability	Incorporating sustainability objectives into the performance management system guarantees that employees' performance is assessed by their contributions to economic sustainability. Incorporating sustainability measures and targets inside performance appraisals, coupled with their linkage to incentives and recognition, can incentivise employees to align their endeavours with the sustainability goals of the company. Continuous performance management is a strategic approach that aims to ensure employees' alignment with the organisation's goals. This practice has been found to positively impact employee performance, leading to enhanced overall company success. Additionally, it contributes to the retention of people, reducing recruitment expenses.

Environment

Environmental sustainability involves minimising the impact of HR practices on the environment, such as reducing waste and promoting eco-friendly initiatives. The key aspects are (Ehnert et al,2016):

Green HR practices	Environmentally conscious human resource policies and processes are integral to adopting green HR practices. These practises involve several activities, such as using digital documentation systems to decrease paper consumption, the creation of energy-efficient work environments, and the execution of steps to minimise waste production. Furthermore, implementing HR green perks and incentives can motivate employees to adopt sustainable practices. Illustrative instances encompass the provision of incentives to encourage carpooling or the use of public transportation, providing subsidies to facilitate the acquisition of energy-efficient appliances, and implementing wellness programmes to foster sustainable lifestyles. These approaches have been found to positively impact employee happiness while yielding cost savings and promoting environmental sustainability in the workplace.
---------------------------	--

Employee Engagement	Getting employees involved and educating them about environmental sustainability projects is essential if you want their active involvement and support. HRM can set up campaigns, training sessions, and workshops to teach workers about sustainable practices, reducing waste, saving energy, and responsibly managing resources. A culture of environmental responsibility can grow when employees are encouraged to make ideas and their contributions to sustainability efforts are recognised.
----------------------------	---

Social

Social-cultural sustainability promotes the development of a workplace culture that is varied, inclusive, and supportive, demonstrating respect and appreciation for the needs, well-being, and cultural backgrounds of employees. The characteristics strongly correlate with population dynamics, lifestyle patterns, cultural practices, individual preferences, customary behaviours, and traditional norms (Ehnert et al,2016). Flexible working arrangements such as compressed workweeks, flexible working arrangements and job sharing offer several social-cultural advantages:

Work-Life Balance	The achievement of work-life balance is associated with a decrease in stress levels, an improvement in mental health, and an enhancement of general well-being. Enables individuals to effectively manage their time to accommodate personal obligations, familial duties, and self-care, leading to heightened job satisfaction and improved employee retention.
Employee engagement and productivity	When workers have more control over their schedules and work environments, they are more likely to be engaged and productive at work. This gives people a sense of trust, drive, and independence, which makes them more engaged and productive.

Inclusion and Diversity	Flexible work arrangements help unite people by meeting different wants and situations. They make it possible for people with disabilities, carers, parents, and people who want to work in different ways to join the workforce fully. This makes for a more diverse and representative workforce, encouraging new ideas, imagination, and different points of view.
Talent Attraction and Retention	Flexible work hours can be a competitive edge that helps you get and keep the best employees. It appeals to people who want a better balance between work and life, more freedom, and a supportive work environment. Companies that offer flexible work choices are often seen as modern and focused on their employees, which helps their employer brand.

Organisation Climate

Organisational climate is a long-term view of how a worker feels about the work setting and culture of the company. The concept of organisational climate pertains to the dominant attitudes, values, and behaviours inside an enterprise. The effects of organisational climate encompass its role as a constraint system, its ability to shape employees' perceptions of the company, its impact on employee well-being and productivity, and its contribution to the organisation's long-term success (Hogarty, 2021). The concept incorporates various MESO elements, including company culture, leadership style, employee involvement, communication, distribution, competition, competitors, and general industrial characteristics.

Type of organisational climate

People Oriented Climate	An organizational culture with core values focused primarily on valuing people and their achievements.
Rule-oriented climate	An organizational culture that prescribes a set of rules and structures and emphasizes everyone's adherence to those rules and attention to detail.
Innovation oriented Climate	An organizational culture that consistently develops and adopts (and encourages employees to do the same) new ways of working and processes to achieve innovative results.
Goal-oriented climate	An organizational culture that prioritizes values and coordinates process details to achieve desired results.

(AIHR,2023).

The presence of **shared values and beliefs** inside an organisation can contribute to establishing a favourable organisational climate that prioritises sustainability and environmental stewardship (Hogarty, 2021). This climate, in turn, creates an enabling environment for adopting and implementing sustainability policies. Establishing a shared belief among employees and leaders regarding sustainability engenders a corporate culture that fosters and promotes adopting sustainable practices across the organisation.

Organisational leaders' dedication to sustainability is paramount in fostering a culture of environmental responsibility. Leaders who advocate for implementing sustainability measures establish the prevailing attitude and approach throughout the organisation (Hogarty, 2021). When leaders exhibit their dedication by incorporating sustainability into the business's vision, purpose, and strategic objectives, it establishes an environment that fosters and strengthens sustainability initiatives. For example, Transformational leadership, precisely the visionary style, refers to a leadership approach wherein executives inspire and motivate their staff by effectively communicating and promoting the organisation's vision. The integration of empathy, passion, and admiration catalyses individuals, particularly employees, to effectively pursue their objectives, engage in innovative thinking, and enhance their overall performance. According to Hogarty (2021), employees have a sense of empowerment and loyalty in the presence of a transformative leader. On the other hand, supportive leaders prioritise identifying necessary improvements and support to promote the well-being of their team. By removing needless hurdles, these leaders strive to achieve a high-performance level. Supportive leaders are crucial in offering employees guidance, resources, and constructive comments. The individuals in

question engage in the performance management process with a high level of involvement, establishing explicit objectives and cultivating a work environment conducive to the advancement and maturation of employees.

Performance Management: The alignment of sustainability goals with performance management systems strengthens the significance of sustainability within the organisational climate. The integration of sustainability criteria into performance evaluations serves as a motivating factor for employees to implement sustainable practices into their work (Piwowar-Sulej, 2021). The act of acknowledging and providing incentives to employees who actively contribute to the achievement of sustainability objectives serves to strengthen the organisational dedication to sustainability.

Flexible working, Employee Engagement and Employment Contracts.

COVID-19 has had a significant impact on the operations of organisations and has shed light on some of the trends shaping sustainability in HRM. As organisations adapt to the post-pandemic world, they are re-evaluating their approach to work, emphasising flexibility, employee engagement, and re-evaluating traditional employment contracts. One of the major trends emerging during the pandemic is the widespread adoption of flexible work arrangements. The shift to remote working has demonstrated the feasibility and benefits of flexible working models, prompting organisations to rethink their approach to traditional office work structures. According to the International Labour Organization (2023), flexible working brings various benefits, such as better work-life balance, high worker satisfaction, reduced time and travel costs, and access to a broader talent pool. From an HRM perspective, managing flexible work arrangements requires careful planning and execution. HR professionals must develop policies and guidelines to effectively incorporate flexible work options into an organisation's culture and operations. They must establish clear communication channels, performance metrics, and technology infrastructure to support remote collaboration and increase productivity. Additionally, HRM should provide employee training and support to manage their time effectively, maintain work-life balance, and mitigate potential challenges associated with remote working. (Carnevale & Hatak, 2020, pp. 183-187).

Another trend shaping sustainability in human resource management after the pandemic is an increased focus on employee engagement. Remote working and the disruption caused by the pandemic have heightened the importance of fostering strong bonds between employees and

the organisation. HRM plays a vital role in promoting employee engagement by implementing strategies that promote employee sense of belonging, motivation, and purpose (Bieńkowska et al., 2022). HR professionals can promote employee engagement by encouraging open communication and creating employee feedback and engagement opportunities. This can be achieved through regular virtual team meetings, town halls and virtual employee engagement platforms. In addition, HRM can support employee development and well-being by providing virtual learning and development opportunities, wellness programs and mental health resources (Davis & Van der Heijden, 2018, pp. 329-355). Human resource management can improve organisational productivity, retention, and performance by prioritising employee engagement.

The emphasis on flexible working and employee engagement also has implications for employment contracts. The standard structure of traditional employment contracts is an office-based, fixed-location labour arrangement. Organisations now realise the need to modify employment contracts after the post-pandemic to account for flexible work schedules and reflect the evolving character of the workforce. According to SHRM (2021), HRM should examine and update employee contracts to include clauses addressing flexible work hours, remote work, and performance evaluation standards for virtual teams. In addition, HR personnel ensure that considerations such as privacy and security when working remotely, reimbursement policies for costs associated with remote work, and clear guidelines regarding communication and availability expectations are covered in employment contracts. Is needed.

Furthermore, adopting flexible working and remote work models may necessitate organisations to reassess employment status and consider alternative contractual arrangements, such as part-time or project-based contracts (SHRM, 2021). Human resource management (HRM) must evaluate these agreements' legal and regulatory consequences and guarantee adherence to labour laws and regulations. The use of remote and hybrid work models is a significant trend influencing human resource management (HRM) sustainability in the aftermath of the pandemic. According to the research conducted by Bieńkowska et al. (2022), the COVID-19 pandemic has compelled organisations to swiftly implement adaptable work arrangements to maintain commercial operations and safeguard the well-being of employees. Consequently, the prevalence of remote work has increased and is anticipated to have an enduring influence on employment agreements.

Flexible working options, encompassing remote work or hybrid models that integrate office and remote work, offer many advantages for both people and organisations. Employees experience

several benefits regarding remote work, such as enhanced autonomy and work-life equilibrium, less time and financial resources spent commuting, and the flexibility to work from any location. Choudhury (2020) argues that organisations derive advantages from having access to a more expansive talent pool, enhanced employee satisfaction and retention rates, heightened production levels, and decreased overhead expenses linked to the upkeep of physical office buildings. The adoption of flexible work patterns has significant ramifications for employment agreements. Historically, employment agreements have been organised based on the assumption that employees will operate from a designated physical office space (Tomasseti, 2020).

Considering the increasing prevalence of remote and hybrid work arrangements, Human Resource Management (HRM) must modify employment contracts to accommodate the evolving dynamics of the modern workplace effectively. Employment contracts must explicitly delineate the terms and conditions of remote labour, encompassing expectations on availability, communication modalities, and performance evaluation. Human resource experts should consider various factors when considering remote work arrangements. These factors include but are not limited to work hours, provisions for equipment and technology, ensuring data security and confidentiality, and providing compensation for home office expenses. According to Van Zoonen et al. (2021), it is crucial to align employment contracts with an organization's remote work rules, encompassing work hours, productivity objectives, and instructions for performance evaluation. In addition, it is imperative for Human Resource Management (HRM) to effectively address the legal and regulatory aspects associated with remote work within employment agreements. This may encompass examining several matters, such as the tax consequences for personnel operating in multiple jurisdictions, remote work settings' occupational health and safety obligations, and the data security and privacy considerations linked to remote work.

4. Global HRM Strategies

The effective management of a diverse workforce across international borders has become imperative for organisations to get a competitive edge in the global marketplace, given the growing interconnectivity and competitiveness of the business landscape. The COVID-19 pandemic has underscored organisations' need for efficient global human resource management (HRM) strategies to effectively address the complexities and prospects arising from the global problem. The acquisition and management of talent play a pivotal role in

formulating and implementing global human resource management (HRM) strategies. To cultivate a diverse and highly trained workforce, organisations must implement strategies to attract, recruit, and retain top talent globally. This entails implementing global talent acquisition strategies that use technology and digital platforms to source and evaluate candidates and developing employer branding and value propositions that effectively appeal to a diverse global talent pool (Paramita, 2020). In addition, organisations must prioritise talent development and succession planning to establish a continuous supply of proficient leaders and experts in various locations.

In addition, incorporating cultural intelligence and effectively managing diversity are crucial components of global human resource management. Organisations must actively embrace and incorporate cultural diversity to operate effectively globally. This necessitates the creation of inclusive work cultures that prioritise and demonstrate appreciation for the various cultural backgrounds present. The process entails the execution of initiatives focused on diversity and inclusion, the provision of cross-cultural training, and the cultivation of an inclusive organisational culture that encourages employees from diverse regions to contribute their distinct ideas and experiences (Alaa-Eldeen et al., 2022, pp. 245-250). Organisations can harness the benefits of cultural diversity through efficient management, capitalising on the wealth of varied viewpoints, fostering creativity and innovation, and bolstering their global competitive advantage.

Global human resource management (HRM) solutions must encompass the complexities associated with global mobility and the effective management of expatriates. Frequently, organisations find it necessary to transfer their staff to various nations to facilitate the smooth functioning of their global operations. Alaa-Eldeen et al. (2022, pp. 245-250) argue that implementing effective global human resource management (HRM) strategies necessitates providing complete assistance to expatriates. This assistance encompasses pre-departure training, cultural integration initiatives, and continuous support during their assignments. Organisations must also consider the repatriation process, which involves facilitating a seamless transition and preserving the knowledge and skills acquired throughout the assignment. Organisations have the potential to enhance talent deployment and facilitate knowledge transfer across international boundaries through efficient management of global mobility, thereby attaining a competitive edge.

The case study emphasises the need for HR and workforce analytics technologies to bolster worldwide human resource management initiatives. According to MarketLine (2022), using analytics applications enables firms to collect and evaluate data of various human resources metrics in different geographical areas and countries. These metrics include personnel demographics, effectiveness, and staff engagement (pp. 7). Using a data-centric approach provides valuable insights for decision-making, enabling firms to identify patterns, challenges, and opportunities across their global workforce. The utilisation of analytics software enables firms to make educated decisions on talent management, performance evaluation, and employee engagement strategies, thereby strengthening their competitive advantage on a worldwide scale.

When it comes to managing a global workforce, organisations face the additional challenge of effectively navigating the intricate legal and regulatory frameworks in many nations. Adhering to local labour laws, employment regulations, and tax obligations is vital to mitigate legal liabilities and uphold ethical standards. According to Shrm.org (2019), organisations must allocate resources towards acquiring legal knowledge and developing comprehensive global human resource management (HRM) policies and processes. These policies and procedures should adhere to local requirements and align with the organisation's goals and objectives.

Organisations can enhance their competitive advantage by efficiently handling legal and regulatory issues, establishing themselves as responsible global employers. Furthermore, it is imperative for global human resource management (HRM) strategies to cultivate an environment that promotes the exchange of knowledge and encourages collaboration among various regions and countries. According to MarketLine (2022), implementing communication channels, collaboration platforms, and knowledge-sharing initiatives can effectively allow the exchange of best practices and information transfer while fostering a global perspective inside the organisation (pp. 9-10). This practice facilitates the utilisation of employees' varied talents and experiences throughout the international workforce, fostering innovation and promoting ongoing enhancement.

Another essential aspect of global human resource management (HRM) strategies involves adopting international HR policies and practices that effectively reconcile the need for standardisation and localisation. While it is possible to standardise certain HR practices on a global scale to enhance efficiency and maintain consistency, there are instances where adaptation to local circumstances becomes necessary. One such scenario is that performance

management systems necessitate customisation to conform to local cultural norms and expectations. Organisations must thoroughly evaluate HR practices to determine the appropriate level of standardisation and localisation, considering cultural variations, labour regulations, and commercial goals. Achieving an optimal equilibrium is crucial to establish and implement human resource management (HRM) practices that enhance global competitiveness. However, international human resource management (HRM) strategies encounter numerous problems. According to MarketLine (2022), managing a global workforce is confronted with notable obstacles such as cultural disparities, linguistic limitations, and divergent labour market circumstances (pp. 11-12). Human resource professionals must cultivate intercultural competency and modify human resource practices to suit local circumstances while ensuring that these adaptations remain consistent and aligned with the overarching global objectives of the organisation. Effectively handling the intricacies of diverse legal frameworks, compliance obligations, and labour relations necessitates a comprehensive comprehension of local legislation and adeptness in manoeuvring through intricate international legal environments.

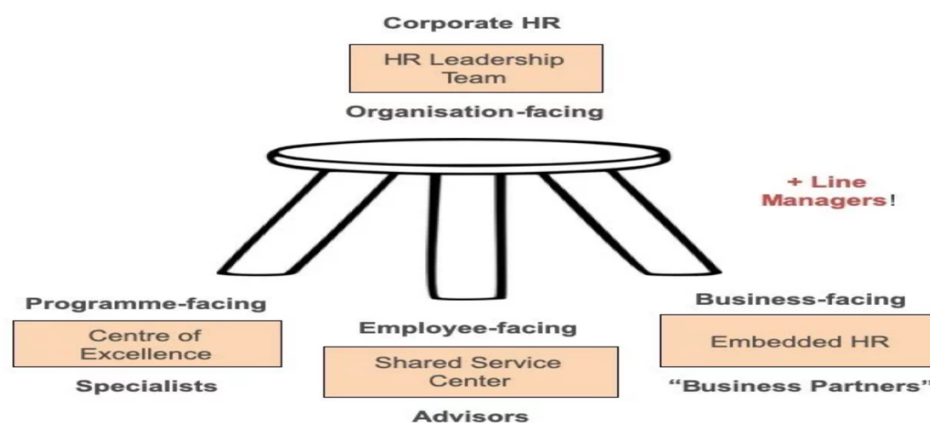
Recommendations and Improvements

After the pandemic, several suggestions and ways to improve HRM ideas and strategies exist. Some of them are:

Flexibility and Agility	Flexibility and Agility: Organisations should work to improve their flexibility and agility to deal with future changes. This includes planning what to do if something goes wrong, using agile work methods, and encouraging a culture of always learning and changing.
Employee Engagement	It's becoming more normal for people to work from home, so finding new ways to keep employees engaged and connected is essential. HRM strategies should have virtual team-building activities, regular check-ins, and places to work together to help remote and hybrid teams feel like they fit and are connected (Ingham,2019).
Improving diversity, equity, and inclusion (DEI)	HRM strategies should put DEI projects at the top of their list and go beyond just focusing on representation. This includes doing regular diversity audits, teaching people not to be biased, making policies and practices that are open to everyone, and creating a culture of belonging and respect (Ingham,2019).

Digital Transformation	Companies should keep spending on digital transformation to improve HR processes. This means using modern HR technologies, automation, and analytics to improve efficiency, make data-based decisions, and improve the employee experience. For example, to use analytics software trends, harnessing their extensive capabilities and expertise to attract clients, such as Google, IBM and <u>ActivTrak</u> (Market Line, 2022).
Well-Being and Mental Health Support	Organisations should continue emphasising their employees' well-being by making tools, counselling services, and wellness programmes easy. HRM tactics can include regular checks on people's well-being, flexible work arrangements, and a workplace where everyone feels welcome and supported. For example, mothers work around picking up and dropping off their children at school.
Data Privacy and Security	As digital platforms and remote work become more critical, HRM plans should prioritise data privacy and security. Organisations should take decisive steps to protect data, teach employees about best practices for data privacy, and follow all related laws. For example, GDPR and Online work contracts.

These suggestions and changes can help organisations improve their HRM strategies and handle the challenges and possibilities that come after a pandemic. Organisations can use the Three-Legged Stool by Dave Ulrich (1996) for improvements.



(Morris,2021).

Dave Ulrich's three-legged stool model in Human Resource Management (HRM) can help make changes for the time after a pandemic. The model focuses on the roles of HR professionals, line managers, and employees, the three most important groups. Here's how each party can help make things better after a pandemic:

1. **HR Professionals:** Strategic Partnership: HR professionals can improve their partnership with business leaders by understanding the organisation's goals, challenges, and opportunities after a pandemic (Morris,2021). They can align HR strategies with business goals, advise staff planning, and help the organisation be more flexible:

HR Expertise	HR professionals should keep their information and skills up to date to handle new HR problems. This means keeping current on employment laws, the best ways to work from home, staff health, and digital transformation.
HR Service Delivery	Technology and automation can help HR workers do their jobs better. By giving employees easy-to-use self-service platforms, digital tools for onboarding and performance management, and easy-to-reach HR help, businesses can improve the experience of their employees and the efficiency of their operations.

2. **Line Managers:** - People Leadership: Line managers are vital to making HRM changes after a pandemic. They should be taught to lead people, communicate well, handle teams from a distance, and encourage employee engagement and health (Morris,2021). Line managers should ensure their teams know what is expected of them, give them comments often, and support them.

Talent Development	Line managers can find skill gaps and allow workers to learn new skills or improve their existing ones. They can create a learning culture, give important tasks to employees, and offer growth opportunities to help their skills and careers grow.
Performance Management	Line managers should set clear goals for performance, measure the results, and give recognition and comments regularly. The performance and motivation of employees can be improved by using agile performance management methods that focus on constant feedback and goal alignment.

3. **Employees:** Take ownership of their professional growth and be able to adapt to changing work dynamics. They should take the initiative to learn new skills, embrace technology, and be open about their work (Morris,2021):

Collaboration and Engagement	Employees can help make changes after a pandemic by working with their peers, sharing their knowledge, and participating in cross-functional projects. Participating in virtual team-building activities, giving feedback, and talking to each other freely can help people feel like they belong and work well together.
Well-being and Resilience	Employees should put their well-being first and build their ability to deal with changes. Taking breaks, keeping a good mix between work and life, asking for help when needed, and taking care of yourself can all help you be more productive and happier.

Using the three-legged stool approach, organisations can help HR professionals, line managers, and employees work together, align their goals, and take responsibility for their actions. This way of working together can help make changes and solve the HR problems of the post-pandemic age.

Conclusion

Flexible work arrangements have essential social and cultural benefits for organisations and their employees, such as a better mix between work and life, more engaged employees, and a more diverse workforce. Along with flexible work, other HRM strategies and initiatives that help the economy and the environment, such as remote work, paperless practises, sustainable talent acquisition, employee wellness programmes, and green procurement, add to the overall sustainability of HR. Adopting sustainable human resource practises encourages innovation, creativity, and flexibility, which helps organisations stay competitive in a business world that is always changing.

Technology has been a critical factor in making it easy for organisations to switch to online work arrangements during and after the pandemic. It has made it easier for people to work together online, communicate, and digitise HR processes. This makes sure that important HR tasks can still be done well from a distance. This has made it possible for companies to keep their employees engaged, productive, and healthy even when they don't have real office spaces. Technology has also made it easier for people to work from home in the future by making flexible work plans possible. With the help of technology, workers can have more freedom and control over their work schedules, which can help them find a better balance between work and life. Tools for remote work, like video conferencing, cloud-based collaboration platforms, and mobile apps, have made it unnecessary for workers to be in the office in person. Instead, they can work from anywhere and at any time that works best for them.

References

1. Alaa-Eldeen, M., Tawfik, A., Eldaly, S. and Tag-Eldeen, A., (2022). Exploring the Growing Importance of Cultural Diversity: Case Studies of the Hospitality Industry. *Athens Journal of Tourism*, vol.9(4), pp.243–264. doi:<https://doi.org/10.30958/ajt.9-4-4>.
2. Armstrong, M. and Taylor, S., (2023). *Armstrong's Handbook of Human Resource Management Practice: A Guide to the Theory and Practice of People Management*. Kogan Page Publishers.
3. Morris, A. (2021). Dave Ulrich Three Box Model HR Explained- A Complete Guide. (Online) Available at: <https://www.emexmag.com/dave-ulrich-three-box-model-hr-explained/>. (Accessed 17th July 2023).
4. Bieńkowska, A., Koszela, A., Sałamacha, A. and Tworek, K., (2022). COVID-19 oriented HRM strategies influence on job and organizational performance through job-related attitudes. *PLOS ONE*, vol.17(4), p.e0266364. doi:<https://doi.org/10.1371/journal.pone.0266364>.
5. Carnevale, J.B. and Hatak, I., (2020). Employee Adjustment and well-being in the Era of COVID-19: Implications for Human Resource Management. *Journal of Business Research*, 116(116), pp.183–187.
6. Choudhury, P., (2020). *Our Work-from-Anywhere Future*. [online] Harvard Business Review. (Online) Available at: <https://hbr.org/2020/11/our-work-from-anywhere-future> (Accessed 1st July 2023).
7. Davis, A.S. and Van der Heijden, B.I., (2018). Reciprocity matters: Idiosyncratic deals to shape the psychological contract and foster employee engagement in times of austerity. *Human Resource Development Quarterly*, vol.29(4), pp.329-355.
8. Edwards, T., Sánchez-Mangas, R., Jalette, P., Lavelle, J. and Minbaeva, D., (2016). Global standardization or national differentiation of HRM practices in multinational companies? A comparison of multinationals in five countries. *Journal of International Business Studies*, vol. 47(8), pp.997–1021. (Online) Available at: <https://www.jstor.org/stable/26169981> (Accessed 10th July 2023).
9. Ehnert, I., Parsa, S., Roper, I., Wagner, M., & Muller-Camen, M. (2016). Reporting on sustainability and HRM: A comparative study of sustainability reporting practices by the world's largest companies. *International Journal of Human Resource Management*, vol. 27(1), 88–108. DOI: <https://doi.org/10.1080/09585192.2015.1024157>.

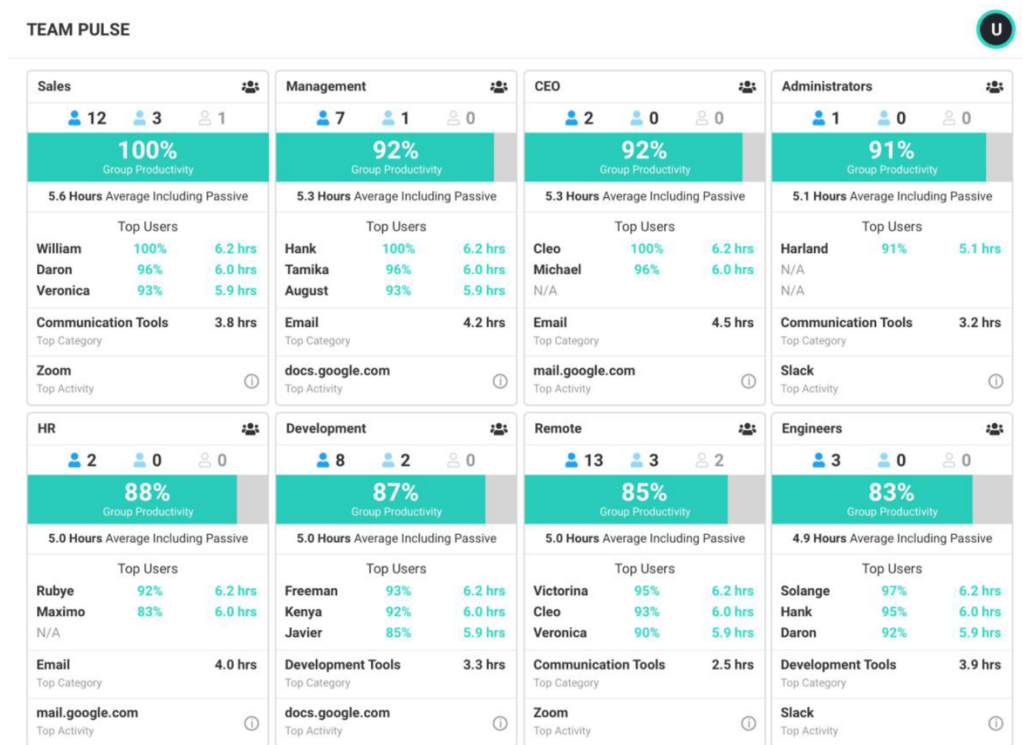
10. Gasmi, A. and Benlamri, R., (2022). Augmented reality, virtual reality and new age technologies demand escalates amid COVID-19. *Novel AI and Data Science Advancements for Sustainability in the Era of COVID-19*, pp.89–111.
doi:<https://doi.org/10.1016/b978-0-323-90054-6.00005-2>.
11. Harris, J,M (2003). Sustainability and Sustainable Development. (Online) Available at: <https://isecoeco.org/pdf/susdev.pdf> (Accessed 19th July 2023).
12. Hogarty, S (2021). Five common leadership styles and how to find your own. (online) Available at: <https://www.wework.com/ideas/professional-development/management-leadership/fivecommon-leadership-styles-and-how-to-find-your-own#types-of-leadership-styles>. (Accessed 6th July 2023).
13. Holmberg, Johan ed. (1992), *Making Development Sustainable: Redefining Institutions, Policy, and Economics*, Washington, D.C.: Island Press.
14. Howarth, Richard B. and Richard B. Norgaard (1993), 'Intergenerational Transfers and the Social Discount Rate', *Environmental and Resource Economics* 3, pp. 337-58.
15. International Labour Organization (2023). *Flexible Working Hours Can Benefit work-life balance, Businesses and Productivity*. (Online) Available at: https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_864986/lang--en/index.htm (Accessed 4th July 2023).
16. Ingham,J (2019). Updating the Ulrich (conceptual/outcomes) Model-part 1. (Online) Available at:
17. <https://www.thedigitaltransformationpeople.com/channels/people-and-change/updating-the-ulrich-conceptual-outcomes-model-part-1/> (Assessed 28th July 2023).
18. Lee, W., Zankl, W. and Chang, H., (2018). *An Ethical Approach to Data Privacy Protection*. (online) Available at: <https://www.isaca.org/resources/isaca-journal/issues/2016/volume-6/an-ethical-approach-to-data-privacy-protection> (Accessed 29th June 2023).
19. Manashree, C., (2019). *Evolution of Human Resource Management (HRM)*. Economics Discussion. (Online) Available at: <https://www.economicsdiscussion.net/human-resource-management/evolution-of-human-resource-management-hrm/31460> (Accessed 11th July 2023).

20. MarketLine, (2022). *The future of human resources: Analytics software companies have importance in the post-pandemic world, but barriers to uptake remain*, pp. 1–16.
21. Mohiuddin M, Hosseini E, Faradonbeh SB, Sabokro M.(2022).Achieving Human Resource Management Sustainability in Universities. *Int J Environ Res Public Health*. Vol.19(2):928. Doi:10.3390/ijerph19020928.
22. Paramita, D., (2020). *Digitalization in Talent Acquisition: A Case Study of AI in Recruitment Dhyana Paramita Master's Programme in Industrial Management and Innovation Masterprogram i industriell ledning och innovation*. (online) Available at: <https://www.diva-portal.org/smash/get/diva2:1440107/FULLTEXT01> (Accessed 28th June 2023).
23. Piwowar-Sulej,K.(2021). Sustainable Development. Core functions of Sustainable Human Resource Management. A hybrid literature review with the use of H-Classics methodology. Vol.29 (4), pp. 671-693. DOI: <https://doi.org/10.1002/sd.2166>
24. Prikshat, V., Malik, A. and Budhwar, P., (2021). AI-augmented HRM: Antecedents, assimilation and multilevel consequences. *Human Resource Management Review*, p.100860. doi:<https://doi.org/10.1016/j.hrmr.2021.100860>.
25. Scherr, Sara J. (1997), 'People and Environment: What is the Relationship between Exploitation of Natural Resources and Population Growth in the South?' *Forum for Development Studies* (1), pp.33-58.
26. SHRM, (2021). *Managing Flexible Work Arrangements*. (Online) SHRM. Available at: <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingflexibleworkarrangements.aspx> (Accessed 3rd July 2023).
27. Shrm.org., (2019). *JOSSO 2 – Processing*. (Online) Available at: https://sso.shrm.org/IDBUS/SHRM/PORTAL-EE/JOSSO/SSO/REDIR?josso_cmd=login&josso_partnerapp_id=portal-sp (Accessed 2nd July 2023).
28. Stahl G. K., Brewster C. J., Collings D. G., & Hajro A. (2020). Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM. *Human Resource Management Review*, vol.30 (3), 100708.
29. Stein,Z (2023). Carbon Collective. Triple Bottom Line (TBL). (Online) Available at: <https://www.carboncollective.co/sustainable-investing/triple-bottom-line-tbl> (Accessed 24th July,2023).

30. Tomassetti, J., (2020). *Power in the employment relationship: Why contract law should not govern at-will employment*. [online] Economic Policy Institute. (Online) Available at: <https://www.epi.org/unequalpower/publications/the-legal-understanding-and-treatment-of-an-employment-relationship-versus-a-contract/> (Accessed 7th June 2023).
31. Toman, Michael A. (1992), 'The Difficulty in Defining Sustainability', *Resources* 106, pp 3-6.
32. Van Zoonen, W., Sivunen, A., Blomqvist, K., Olsson, T., Ropponen, A., Henttonen, K. and Vartiainen, M., (2021). Factors Influencing Adjustment to Remote Work: Employees' Initial Responses to the COVID-19 Pandemic. *International Journal of Environmental Research and Public Health*, vol.18(13), p.6966.
33. Wontorczyk, A. and Rożnowski, B., (2022). Remote, Hybrid, and On-Site Work during the SARS-CoV-2 Pandemic and the Consequences for Stress and Work Engagement. *International Journal of Environmental Research and Public Health*, vol.19(4), p.2400. doi:<https://doi.org/10.3390/ijerph19042400>.
34. Wright, P.M. and Ulrich, M.D., (2017). A road well-traveled: The past, present, and future journey of strategic human resource management. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, pp.45-65. Doi: 10.1146/annurev-orgpsych-032516-113052.

Appendix 1

Figure 2: An example of ActivTrak's productivity monitoring platform



(MarketLine,2022).

