

**CHALLENGE TO TACKLE HR PRACTICES IN POST COVID ERA**

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**Abstract:** *COVID-19 altered the truth of any human overnight. Lockdown shock and the fear of unknowing have been endured by people, cities, economies, nations, and continents. In a brief time, managers had to make several decisions: Decisions concerning on who is supposed to stay at work; and who is supposed to go home; How and when people should use digital space; and priorities and how best to communicate those objectives. The COVID-19 pandemic crisis arrived a few months later and showed that their fears were well-founded. During the COVID-19 pandemic, issues related to global supply chain vulnerabilities and financial resilience came to the fore, along with critical strategic concerns regarding human talent.*

*The COVID-19 pandemic has pushed many employees, who were already facing stress from the health risk itself, to work from home. During the pandemic, life has changed many international business travellers and globally mobile employees in MNEs or MNCs; their current "grounding" may mean they experience a sense of loss. Stay-at-home restrictions and virtual meetings have replaced. Their frequent travel, hotel accommodation, and business dinners. The stress caused by virtual global work demands is natural. In less-than-ideal remote working environments, many workers face long working hours to satisfy time zones and performance problems. Many of these actual work issues take place in the sense of job instability and potential economic uncertainty. The altered working environments during the pandemic present new problems for the health and safety of workers.*

**Keywords:** *Challenges, Crisis, Vulnerabilities, MNEs or MNCs.*

**INTRODUCTION**

The pandemic of COVID-19 has caused immense novelty and confusion, impacting the mental health of many people worldwide. Although in some countries the health risks of the pandemic are beginning to decrease and the likelihood of a vaccine seems to be high, the new ways of operating remotely and the problems of the global recession will continue to generate a state of uncertainty. In their stress-induced, cognitively reduced condition, Employees in foreign countries and with individuals from different cultures will have a difficult time working efficiently, particularly in cases of high unfamiliarity. For even greater novelty and more confusion, there is not enough bandwidth, so to speak. Several selections, preparation, and support practices will positively alleviate the issues at hand, based on information from the IHRM literature.

Organizations (and especially MNEs) should choose these three essential competencies of cultural agility throughout this time of global stress and uncertainty: tolerance for ambiguity, flexibility, and curiosity for all multicultural employees. Today, more than ever, workers working, even virtually, with customers, suppliers, or colleagues from various cultures would need these skills to be practical. Selection is critical. In order to better determine their bench



strength for culturally agile talent, businesses should also use this opportunity to recognize who would be most competitive in situations of increasing novelty and ambiguity.

For example, Depending on their cross-cultural background, the same leadership contact to resolve the confusion of workers may have distinctly efficient responses. To understand variations in cross-cultural emotional reactions and how to identify and resolve these in an international business context, IB scholars may collaborate with neuroscience scholars.

### **Objectives of the Study:**

- To study the crisis how offers a new opportunity to look at the fundamentals of virtual collaboration.
- To create awareness of human capital within Indian HR managers.
- To provide a framework for effective human resource utilization and development.
- To reconcile individual aspirations with those of the organization's needs and ensure talent retention through job enhancement and strategy for enrichment.
- To guide the organization to generate each individual's soft skills in their entirety, well-trained, and well-motivated officers.

The best course of action to strengthen team spirit, cooperation, and inter-team communication for growth is recommended by retaining a work-life balance.

The current situation of large-scale virtual working may be used by IHRM researchers as a 'extreme case scenario to analyse the degree to which virtual collaboration can be successful.

They could question whether the techniques we have derived from virtual partnerships between managers or technical experts are adequate to accomplish practical work in the types of previously non-virtual associations, such as within the MNE between administration employees (Example: Information systems engineers).

### **Research Methodology:**

1. Primary Data Collection
2. Secondary Data collection

### **Scope of the Study:**

1. Personnel Aspects: To research and analyze human resources planning, recruitment, selection, placement, postings, promotion, training, and development.
2. Training Aspects: To study and analyze information on courses, cadres, training facilities, training infrastructure, etc.
3. Welfare Aspects: To research and analyze working conditions and amenities such as canteen, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

### **Limitations of the Study:**

The only information in the public domain / open source is analyzed by considering security ramifications.

**Literature Review:**

The Covid-19 pandemic has recently produced daunting conditions for managers of human resources. Organizations need to react and adapt to the changes and handle the workforce appropriately in the light of drastic changes worldwide due to the pandemic (Carnevale & Hatak, 2020). Sheppard (2020) believes that businesses need to plan for various transitions and uncertain times. Platform-based technologies should be implemented, and novel business models should be developed (Sheppard, 2020). HRM plays an essential role in helping workers resolve the obstacles created by unforeseen workplace changes and society (Carnevale & Hatak, 2020). Also, the workforce's digital and collaboration abilities are needed to transition to virtual work (Sheppard, 2020).

The IHRM sector has long recognized that they feel stress when workers are in novel or ambiguous situations (Anderzén & Arnetz, 1997; Richards, 1996; Stahl & Caligiuri, 2005). Employees use their dispositional characteristics and coping responses to respond to such stress (Shaffer, Harrison, Gregersen, Black, & Ferzandi, 2006; Stahl & Caligiuri, 2005).

Stress influences workers' ability to empathize with others, explore realistic solutions, stay open-minded, participate in cognitively demanding activities, and broaden one's learning and growth experiences. As the literature indicates, they tend to look for and find comfort in the familiar, the people, places, and even foods that are the most predictable when people experience periods of stress and anxiety. In every community around the world, this is why there are expatriate societies, demographic faultiness, and comfort food.

The COVID-19 pandemic has caused immense creativity and confusion, impacting many people's mental health around the world (World Health Organization, 2020). Although the pandemic's health risks are beginning to decrease in some countries and the possibility of a vaccine appears strong, new ways of working remotely and concerns about the global recession will continue to generate a state of uncertainty. Employees would have difficulty functioning effectively in different countries and with people from different cultures, especially in cases of high unfamiliarity, in their stress-induced, cognitively reduced state. For even greater novelty and more uncertainty, there is not enough bandwidth. Based on IHRM literature information, multiple collections, training, and support activities can positively mitigate the concerns at hand.

Insights from IHRM's Health and Safety Management:

The pandemic of COVID-19 has brought to the fore health and safety issues and highlighted the importance of the HRM feature in managing the health and safety of the international workforce. While management researchers already know that the health and safety of employees are linked to requirements (such as a heavy workload) and resources at work (such as a supportive manager), For a spatially dispersed and mobile workforce, the international HRM field offers specific learning about health and safety management. We recognize the complexities of protecting workers and their families across national boundaries from injury and illness and diverse working arrangements in the IHRM (Gannon & Paraskevas, 2019; Shaffer et al., 2012). In addition to research in health and psychology, Research by IHRM has shown that mobile workers around the world face unique job demands that can impact their health and safety (Anderzén & Arnetz, 1997; Druckman, Harber, Liu, & Quigley, 2014). The adverse health consequences are constant travel, heavy workloads, long hours and job

pressure. (Bader, 2015) and harm psychological well-being and family relationships (Bader, 2015). (Jensen & Knudsen, 2017). However, we also understand that mobile work can be stimulating and rewarding in many positive ways globally (Ren, Yunlu, Shaffer, & Fodchuck, 2015).

Many international business travelers and globally mobile staff in MNEs have changed their lives during the pandemic; their current "grounding" may mean they experience a sense of loss. Restrictions on stay-at-home and virtual meetings have replaced them: their frequent trips, accommodation in hotels, and business dinners. The stress caused by virtual global work demands is natural; in less than ideal remote working conditions, many employees experience long working hours to accommodate time zones and performance challenges. All of these real job challenges take place in the context of job insecurity and future economic uncertainty. The altered working conditions during the pandemic present new challenges for the health and safety of employees.

#### Communication and support for health and safety:

In the pandemic, IHRM activities such as international family relocations provide a knowledge base that is of particular value because IHRM is more likely to deal with the interface between the professional and private lives of employees than other functional areas in the MNE or domestic HRM (Mayerhofer, Müller, & Schmidt, 2010). We know that it is essential for all managers, especially HR professionals, to understand work-related demands and resources to support and maintain employees' health and safety. It is necessary to have clear and consistent communication from managers and HR about health risks and available health resources. Research on the management of expatriate tasks in MNEs shows that managers' communication and support is an essential buffer against work stress experienced by employees (Kraimer, Bolino, & Mead, 2016; Stroppa & Spiess, 2011). This experience can be applied to the pandemic situation of working from home. For some people, Their mental health is harmed by social isolation and uncertainty about their health, work, and future. Any mental health-related stigma could prevent some employees from seeking, handling, MNE senior executives should communicate, empathize, promote wellness resources, and provide practical support for employees' health and safety.

#### **Conclusion:**

The COVID-19 crisis has expanded the resources of organizations and accentuated core organizational capabilities. At the individual and collective levels, the situation has uncovered 'holes' in supposed core competencies, but it has also unveiled new talents. We have frequently heard the message in our discussions with managers of some surprising performances, breakout stars, or someone who has shown their new side. These stars are not the everyday workers who are more gregarious but those who appear to be reserved. This more introverted community of workers is now comfortable proposing new ideas and solutions in the format of virtual meetings. The crisis pushes MNEs to rethink the central issue of whether they have the right people in the correct positions. In answering this question, comprehensive research on Global Talent Management has become especially relevant.

Hopefully, this editorial has shown that IHRM research extracts the most valuable information for management practice with the following characteristics: multidisciplinary, multi-stakeholder-oriented, multilevel, and methodologically pluralist. IHRM's future should look like, for it to play a valuable role in the COVID-19 crisis, as a global shock, shows that IHRM scientists have an opportunity to make a difference and the mutual responsibility. By offering inspired answers based on state-of-the-art academic work, they will do so to the significant challenges of our time. Global team research shows us that when operating globally in MNEs, these problems are exacerbated. They must cross borders between nations, territories, cultures, organizational contexts, businesses, and firm units.

Exciting times lie ahead, though with a host of challenges. This is a time for HR managers to play a defining role in shaping the future of organizations. In short, people, policies and processes will be the three broad pillars on which to build a new foundation for HR excellence.

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