

Did Covid-19 Bring New Evolution Of HRM In Organisations In India?

Dr. Bhavana Gupta

*Affiliated with- H.N.B. Garhwal University (A Central University) Srinagar Garhwal Uttarakhand India
Institutional Address- Methodist Girls P.G. College (Assistant Professor), Roorkee Haridwar Uttarakhand India*

Abstract

Globe has been the victim of the pandemic i.e. Covid-19. Every country, state, city, person even a child has been seen the bad impact of Coronavirus. This virus also not only impacted on the organizations but their policies too. Thus this pandemic affected the HRM policies of the organizations and pushed to change them to e-HRM. During Covid time every organization whether changed their policies off line to on line or they cancelled their policies, that is why this research tried to focus on that e-HRM is the next evolution of SHRM due to pandemic. As the HR practices (Recruitment & selection, Training and Development, Performance Appraisal and Job satisfaction) have been shifted online. 250 respondents were studied for this research work with the help of SPSS 21. After implementing the reliability and validity tests, the results were analyzed through regression. Study found that most of the organizations changed their policies.

Key words

Covid-19, HRM, Recruitment & Selection, Training and Development, Performance Appraisal, Job Satisfaction

Date of Submission: 01-04-2023

Date of Acceptance: 13-04-2023

I. Introduction

As we know that first case of corona virus was reported in China in November 2019, in India first case was noticed in March 2020. Government took the rapid action and forced lockdown nationwide on 24 March 2020. The step of Indian Government was appraised worldwide. Due to this lockdown, very few cases were noticed and India faced first wave of corona wisely, but in second wave of corona so many cases were noticed and India was the country where the maximum number of corona cases were noticed in a day. Due to the situation of pandemic it was the challenge for the organizations to run their organizations smoothly. HRM ‘is about how people are employed, managed and developed in organizations’ (Armstrong & Taylor, 2020: 3). It has been grandly impacted by COVID-19, generating significant challenges for managers and HRM practitioners. This impact and these challenges are explored in this section, in relation to strategic HRM and working conditions, as well as HRM functions, specifically, staffing, performance management, training and development, compensation management, safety and health management, and employees’ relations. Each HRM function is discussed individually, however, they are interrelated. This suggests that any change in one HRM function will affect the other function (Mondy & Martocchio, 2016). For this perspective organization shifted their work online as it could be possible. Human Resource was also moved to electronic Human Resource. We have seen that the evolution of HRM has been according to the needs, now today it is the need of organizations to transfer their work to the digital platforms.

Decades	Business Realities	HR Name Changes
Pre-1900	Small Business and Guilds	Did not yet even Exist
1900	Industrial Revolution	Labor Relations
1920	Civil Service & WW1	Industrial Relations
1940	Scientific Management & WW2	Personnel Administration
1960	Civil Rights & Compliance	Personnel
1980	Human Relations, the Knowledge/Service Economy, and Mergers & Acquisitions	Human Resources People
2000	Modern Organizations	Organization Effectiveness? Human Capital? Organizational Capability?
2020	Technical Organizations	EHRM

Jihad Fraij (2021).

1917-18- first formal personnel department created to deal with tight labor market, high turnover, waste and inefficiency, widespread strikes, union growth, government intervention, turnovers.

1920's- HR used to win worker co-operation, through ensuring job security, benefits etc.

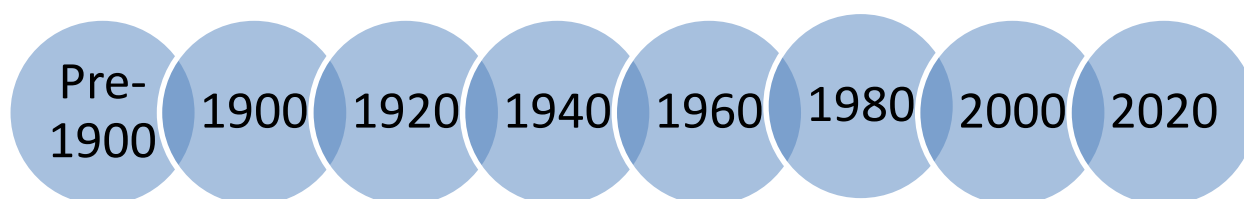
1930's -1950's- HR recognize that there psychological social influence to worker satisfaction, co-operation, performance, first focus on groups not teams.

1960's- work design, rather than communication and co-operation in groups is the key to increasing worker motivation. Small work group assign leads to greater employee effort; group work provides opportunities for "self-actualization" work is more interesting and fulfilling.

1970-2019- TQM (Total Quality Management), reengineering, globalization, Strategic Human Resource, new technologies, diversity, contingency, models, holistic approaches to HR. HRM models include high involvement, high commitment, high performance, work system, innovative work practice. HR becomes HRM.

2019-present- Most of the HR practices were transferred digitally.

Figure1: Era of HRM



From above discussion, we can concluded that in every emerge of the world HRM changed its face. That is why we need to identify due to Covid HRM has been changed or not.

II. Literature Review

HRM is known to be one of the most critical resources in the business sector. Organizational performance depends on how people are operated by HRM activities (Sheppeck & Militello, 2000). HRM was defined as the package of all management decisions and practices which influence or directly affect the persons or human resources working for the organization (Bondarouk & Fisher, 2020). Also, it is a systematic and clear strategy for handling the most critical assets of a business. People who work there, personally and jointly, contribute to its goals (Armstrong, 2006). Thus, HRM is treated as a driver in every industry (Schultz, 1993).

Mitsakis (2014) study reveals that recruiting workers through emergencies is a big problem because businesses are reluctant to hire new personnel. When coping with COVID-19 crises, a distinction approach can be used from other forms of situations. For example, businesses have to frequently prepare their workers to conduct their work from home or using the Telework strategy (Favilukis, Lin, Sharifkhani & Zhao, 2020). Various models and frameworks are designed for new normal situation, the adoption of 4R-crisis-normalcy model of HRD can be used by HRD professions to redefine, relook, redesign and reincorporate the HRD interventions in the present covid times (Arora and Suri, 2020). The significance of digital technologies in preserving the social relations in new normal and emergence of e commerce platform for global connect (Kumaramkandath, 2020). Factors influencing job satisfaction during the covid times have been studied on parameters namely commitment, organizational culture, work environment, work motivation on employee performance (Riyanto, 2020). Twenty-seven articles during the period 2020 from the publication of Elsevier and Emerald Insight have indicated new normal strategy for small and medium enterprises to include orientation and information, government policies, network relationship, financial management, distribution of supply chain and digital transformation (Pratama and Mustanirroh, 2021). There is a need for managers and supervisors to get updated and develop new competencies based on the new normal situation. The emergence of technologies, digital payment systems (Devanesan et al., 2021), changing work procedures and patterns are influencing the work. The value of loss of life has been estimated, the mortality cost and the total cost arising out of morbidity risks is alarmingly high (Viscusi, 2020).

Employees are advised to prevent face-to face interaction as a means of shielding them from the infection. Companies that cannot opt for online training programs are more willing to restrict the number of training programs or choose not to develop their staff at all (Greer & Payne, 2014). If an effective performance management strategy is applied, it will assess and enhance employee and group performance against pre-defined business goals and objectives (Christopher, 2020). Performance management may be characterized as a

structured method for improving organizational performance by developing individuals and teams (Aboramadan, 2020). It achieves better outcomes by recognizing and monitoring success within an agreed system of planned targets, expectations, and competency criteria (Peiró, Bayona, Caballer & Di Fabio, 2020). It can appear advantageous for individuals to skip performance assessments during the crisis, and people usually do not prefer to be assessed. (Hannah Wilken, 2020).

Elsafty and Ragheb (2020) pointed out that during these hard times characterized by drastic and sudden changes, employment relationships might be damaged, leading to the possible dramatic decrease of employees' morale and an increase in turnover. Furthermore, according to Ngoc Su et al. (2021) retaining and attracting qualified individuals represent a challenge for companies in the COVID-19 era, mainly because these individuals are often looking for job opportunities in sectors that were not negatively affected by this pandemic. In the same vein, Przytuła, Strzelec, and Krysińska-Kościańska (2020) highlighted the importance to increase the engagement and the sense of belonging among employees, mainly the remote workforce during this period and beyond, to ensure organizational success, and prevent recruitment costs (Lund et al., 2021). Performance management Performance management is 'a continuous process of identifying, measuring, and developing the performance of individuals and workgroups and aligning performance with the strategic goals of the organization' (Aguinis, 2019: 8). It is crucial to ensure that employees' performance is aligned with the company's strategic goals (Ismail & Gali, 2017). This development also raises the question about the ability of the employer to impose it on their employees. According to Rothstein, Parmet, and Reiss (2021), the adoption of a rigid, coercive approach could intensify the reluctance of the individuals who are not sure yet about the vaccine. These authors suggested that organizations should educate their employees about the benefits of vaccination and should facilitate it, for example by offering time off for employees for vaccination purposes, rather than imposing it (Rothstein, Parmet, & Reiss, 2021).

The success of remote working is also dependent on managers' understanding of the virtual supervision of employees (Aitken-Fox et al., 2020b). In this context, the HRM practitioners should play a strategic role by supporting and training these managers on how to manage a virtual team, to help them to overcome these difficulties and to cope with remote working challenges in order to be able to support their team members (Hamouche, 2020). The Covid19 has intensified digital transformation for companies, and many workers around the world need to have necessary skills to use technologies (Sheppard, 2020) in order to perform their jobs remotely. The digital technologies enable virtual work as well as to automate tasks and make decisions (Parry & Battista, 2019). The pandemic has made it visible that the most demanded skills for the employees are digital, but also collaborative (Sheppard, 2020).

To facilitate HR functions such as employee recruitment and selection, employee training, performance management and others, organizations should consider adopting electronic human resource management (e-HRM) to be done electronically. This will serve as a way to avoid and/or limit unnecessary personal contact.

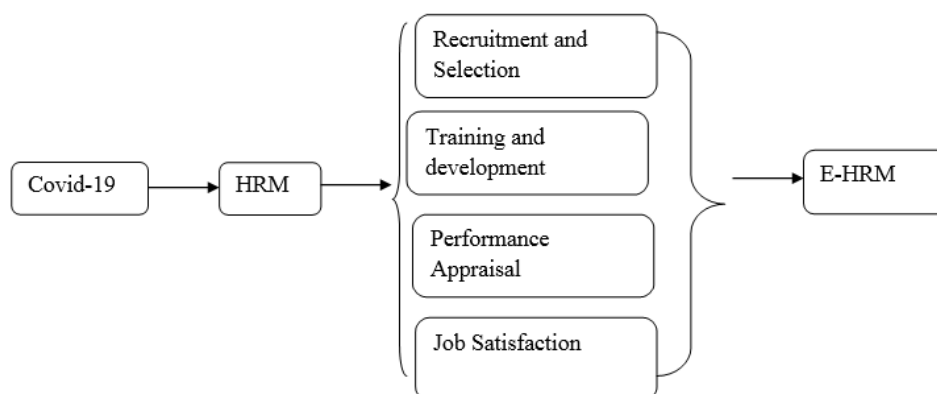
Research Gap-

From the above we can state that most of the researchers enlightened the impact of covid-19 in various fields of HRM practices but still there is a dearth of research work including Recruitment and selection, training and development, Performance Appraisal and Job satisfaction in manufacturing sector in India. Researcher tried to fill this gap and also to innovate that if the face of HRM is changing and it is going to digital and going to be E-HRM.

Conceptual Frame Work –

Figure 2 describes the conceptual framework of the study. In this study Covid-19 is independent variable and HRM is dependent variable. The impact of Covid-19 is measured on HRM with four variables (Recruitment & selection, Training & Development, Performance Appraisal and Job satisfaction).

Figure 2: Conceptual Frame Work Of Study



Objectives of the study

On the basis of above studies following objectives were established-

1. To study the HR Practices of the organizations during covid-19.
2. To analyse the HR Practices of the organizations during Covid-19.
3. To bring forth suggestions.

Hypotheses-

1. Recruitment and Selection is not significantly related with Covid-19.
2. Training and development is not significantly related with Covid-19.
3. Performance Appraisal is not significantly related with Covid-19.
4. Job Satisfaction is not significantly related with Covid-19.

III. Research Methodology

This paper conducted to identify whether Covid-19 brought the changes in HRM i.e. new era of HRM will be E-HRM due to Covid-19. For this perspective manufacturing organizations of SIDCUL Haridwar were studied. The study is based on 250 respondents which were selected through stratified sampling. 289 questionnaire were distributed, 271 questionnaire were returned (response Rate 93.77%), of those 250 were in a usable state (response Rate 86.51%). Data were collected through self-administered questionnaire using five point likert scale. A pilot study was also conducted on 50 respondents in order to identify the measures, questions etc. After data collection was performed these data were analysed through SPSS version 21. These data were tested to ensure normality, validity, reliability, correlation, absence of multicollinearity as well as regression. The study is descriptive in nature.

Measures

The following demographic variables were measured: Gender, age, marital status, experience and educational qualification. Most of the respondents (50.83%) belonged to the age category of 21-30 years. Majority of the respondents (52.60%) were female. Out of the total sample of 250 most of the respondents (51.26%) had the experience of 6-10 years in the company. Majority of the samples (41.67%) were graduate.

Descriptive Statistics

To analyse the data first KMO, Bartlett’s test of Sphericity, validity, reliability were applied and after that to test the hypothesis regression were measured.

Factor Analysis

In factor analysis researcher applied KMO and Bartlett Test and Principle Component Analysis. Total 20 items given in questionnaire were related to the lockdown, work from home and job satisfaction.

Table 2: KMO and Bartlett Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.838
Approx. Chi-Square	5100.089
Bartlett's Test of Sphericity	df
	240
	Sig.
	.000

a. Based on correlations

Table 2 indicates that KMO measures of sampling adequacy in the study are 0.838 which indicate the sample is adequate. Bartlett's Test of Sphericity is .000, small values (less than 0.05) of the significance level indicates that a factor analysis may be useful with data. For the sake of convergent validity 0.60 was used as a factor loading cut-off point. For the sake of convergent validity 0.60 was used as a factor loading cut-off point.

Table 3: Factor loading

R.Q.	Factors	Extraction
Recruitment & Selection		
R.Q.1	Your organization is recruiting on line during this Pandemic?	0.809
R.Q.2	Selection procedure has been transferred to online?	0.692
R.Q.3	Organization used an online meet for interviewing the candidate?	0.764
R.Q.4	Candidates were informed online for their result of interview?	0.658
R.Q.5	Recruitment and Selection procedure have been impacted due to Covid?	0.748
Training & Development		
R.Q.6	Mostly training was shifted to online platform?	0.622
R.Q.7	Organization arranged physical training during pandemic?	0.714
R.Q.8	Organization made proper arrangements for online training?	0.654
R.Q.9	Online training is cost saving?	0.734
R.Q.10	Covid-19 impacted Training and development?	0.599
Performance Appraisal		
R.Q.11	Your company made good use of your skill during pandemic?	0.632
R.Q.12	Rate your work life balance during lockdown?	0.679
R.Q.13	There is no impact on the appraisal of Covid-19?	0.718
R.Q.14	Technical skill is essential for performance appraisal during pandemic?	0.611
Job Satisfaction		
R.Q.15	WFH is more economical?	0.812
R.Q.16	There was no reduction in salary during WFH?	0.680
R.Q.17	You are pleased with how your workplace handles the pandemic?	0.661
R.Q.18	WFH brought inverse effect on mental and physical health?	0.659
R.Q.19	Your organization made good arrangement of your job during pandemic?	0.608
R.Q.20	Overall you are satisfied with your job during Covid-19?	0.643

Note: R.Q.= Research Question

As shown in table 3, each factor has a loading of > 0.6, which explains that all the factor have convergent validity, which states that tests having the same or similar constructs should be highly correlated.

After performing the KMO, Bartlett's test and validity, next step is to identify the reliability of study. To test the reliability Cronbach's alpha was measured in SPSS version 21.

Table 4: Reliability Test (Cronbach's Alpha)

Scale	No. of Items	Cronbach Alpha Value
1. Recruitment and Selection	5	0.901
2. Training and Development	5	0.914
3. Performance appraisal	4	0.903
4. Job Satisfaction	6	0.911

Table 4 describes that the reliability value is estimated to be 0.901 to 0.914. If we compare the reliability value to the scale for the present study, 0.6 value is considered by Cronbach (1951). It may be mentioned that its value fluctuates from 0 to 1 but satisfactory value is required should be more than 0.6 for reliability scale (Malhotra, 2002).

Table 5: Central Tendency

Variables	R.Q.N.	Valid	Missing	Mean	Standard Deviation (SD)	Minimum	Maximum
Recruitment & Selection	1	250	0	2.27	0.670	1	5
	2	250	0	2.19	0.511	1	5
	3	250	0	2.50	0.667	1	5
	4	250	0	2.21	0.630	1	5

	5	250	0	2.88	0.521	1	5
Training & Development	1	250	0	2.65	0.671	1	5
	2	250	0	3.11	0.433	1	5
	3	250	0	2.37	0.511	1	5
	4	250	0	2.25	0.475	1	5
	5	250	0	2.83	0.488	1	5
Performance Appraisal	1	250	0	2.41	0.512	1	5
	2	250	0	2.98	0.408	1	5
	3	250	0	2.18	0.580	1	5
	4	250	0	3.41	0.832	1	5
Job Satisfaction	1	250	0	2.58	0.571	1	5
	2	250	0	3.17	0.654	1	5
	3	250	0	2.56	0.522	1	5
	4	250	0	2.54	0.651	1	5
	5	250	0	2.89	0.514	1	5
	6	250	0	3.41	0.855	1	5

Table 5 explains the central tendency, there is no missing value; it means every question was answered by the respondents. The minimum value was 1 which represents “strongly agree” and maximum value 5 denotes to “strongly disagree”.

The bivariate correlation was performed by entering the all the three variables. The result suggest that there is moderate relationship between covid-19 and HRM.

Hypotheses Testing

For the current study linear regression analysis were employed to test the hypotheses. The linear regression was performed by entering the independent variable Covid-19 and then in next step dependent variable HRM was entered. The results indicate that the influence of Covid-19 is significant on HRM .

Table 6: Model Summary of Covid-19 and HRM

Model	Hypothesis	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	1	0.663 ^a	0.439	0.434	0.657
1	2	0.651 ^a	0.424	0.422	0.623
1	3	0.624 ^a	0.389	0.388	0.654
1	4	0.664 ^a	0.441	0.439	0.652

a. Predictors: (Constant)

Table 6 presents the strength of the relationship between the model and the dependent variable. R is the linear correlation between the observed and model predicted value of the dependent variable. As shown in table 6, the value of R is 0.663 for Covid-19 and Recruitment and Selection, 0.651 for Covid-19 and training and development, 0.624 for Covid-19 and performance appraisal and 0.664 for Covid-19 and job satisfaction, which indicate the moderate degree of correlation between the variables. The value of significance F change is .000, which suggest to reject the null hypotheses i.e. there is significant relationship between the variables.

After regression ANOVA and coefficients were performed.

Table 7: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	62.885	4	15.721	34.251	0.000 ^b
Residual	112.377	245	0.459		
Total	135.262	249			

a. Dependent Variable: HRM

b. Predictors: (Constant), Covid-19

Table 8: Coefficients^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	16.457	1.547		10.638	0.000
Recruitment & Selection	0.614	0.012	0.513	9.967	0.000
Training & Development	0.556	0.61	0.547	8.0864	0.001
Performance Appraisal	0.641	0.55	0.655	11.65	0.002
Job Satisfaction	0.587	0.478	0.547	12.28	0.000

a. **Dependent Variable: HRM**

Regression row demonstrates the information about the variation recorded for the model. Residual row states the information about the variation that is not recorded for the model. The residual is much less than the regression sum of squares for the model. As shown in table 7, the F value is 34.251. the p-value is associated with this F value is very small (0.000). These values are used to answer the question “did Covid-19 change the face of HRM”. The p value is less than 0.05, it can be stated here that Covid-19 is significantly related to HRM.

IV. Discussion

To test the hypotheses regression was run in SPSS version 21. It simply means that alternate hypothesis should be rejected. Hence it may be concluded that covid-19 have significant impact on HRM. Regression analysis was separately conducted between Recruitment and selection, Training and development, Performance appraisal and job satisfaction. The result between impact of Covid-19 and Recruitment and selection, Training and development, Performance appraisal and job satisfaction has been discussed. The value of R between the variables are 0.663, 0.651, 0.624 and 0.664 respectively. R² is 0.439, 0.424, 0.389 and 0.441, which state that variables explain 43.9%, 42.4%, 38.9% and 44.1% variation and the adjusted R² is 0.434, 0.422, 0.389 and 0.441 respectively. As ANOVA table illustrates that significance F value is 0.000 and coefficient table also illustrates that significance value is 0.000. All the factors indicate to accept the alternate hypothesis. It means that Covid-19 has significant impact on HRM, which forced HRM to change it in to the new era as E-HRM.

V. Limitations

The basic method of data collection of the study involved a structured questionnaire. This might contribute to self-biasness of the given response. Further, this also resulted in the risk of non-return of questionnaires which had a great impact on the response rate. This study does not have a sampling frame and no records are available which could be accessed freely to obtain a complete list of manufacturing units employees’. Study used convenient sampling technique to collect data. But as the technique falls under non-probability sampling techniques. The researcher was only able to collect a sample of 250 respondents.

VI. Conclusion

The uniqueness of this study is that it contributes to the various domains of HRM (Recruitment & Selection, Training and Development, Performance Appraisal and Job Satisfaction) . The study confirms that covid-19 is a significant factor which changed the face of HRM. As we see many of the HRM practices whether cancelled or changed accordingly to the situation of pandemic. To facilitate HR functions such as employee recruitment and selection, employee training, performance management and others, organizations should consider adopting electronic human resource management (e-HRM) to be done electronically. This will serve as a way to avoid and/or limit unnecessary personal contact (Jihad Fraij 2020). This may be beneficial for both the employer and employee for future as it may change the definition of HRM. The results of this study further suggest that an employee may satisfy with his/her job while performing from home as he/she feel safe at home while working for the organization. At this time employee is much satisfy as he is engaged in his job no extra benefits were required by the employees.

References

- [1]. Aboramadan, M. (2020). Top management teams characteristics and firms performance: literature review and avenues for future research. In International Journal of Organizational Analysis. <https://doi.org/10.1108/IJOA-02-2020-2046>

- [2]. Aitken-Fox, E., Coffey, J., Dayaram, K., Fitzgerald, S., Gupta, C., McKenna, S., & Wei Tian, A. (2020b). The impact of Covid-19 on human resource management: avoiding generalisations. *LSE Business Review*. Retrieved from <https://blogs.lse.ac.uk/businessreview/2020/05/22/the-impact-of-covid-19-on-human-resource-management-avoiding-generalisations/>
- [3]. Ise.ac.uk/businessreview/2020/05/22/the-impact-of-covid-19-on-human-resource-management-avoiding-generalisations/
- [4]. Aguinis, H. (2019). *Performance management for dummies*. New Jersey: John Wiley & Sons
- [5]. Armstrong, M. (2006). *Handbook of Strategic Human Resource Management*.
<https://books.google.com/books?hl=en&lr=&id=FeynCwAAQBAJ&oi=fnd&pg=PP1&dq=armstrong+2002+human+resource+management&ots=1nC2zRaB&sig=rTSZxlRGQJ0XcEreO21pRMMVJ4>
- [6]. Arora, Pallvi., & Suri, D., (2020). Redefining, relooking, redesigning, and reincorporating HRD in the post Covid 19 context and thereafter. *Human Resource Development International*, 23(4), 438-451.
- [7]. Bondarouk, T., & Fisher, S. (2020). Encyclopedia of Electronic HRM. In *Encyclopedia of Electronic HRM*. <https://doi.org/10.1515/9783110633702>
- [9]. Christopher, J. (2020). Implementation of performance management in an environment of conflicting management cultures. *International Journal of Productivity and Performance Management*, 69(7), 1519–1537. <https://doi.org/10.1108/IJPPM-02-2019-0071>
- [10]. Cronbach L. J. (1951). Coefficient Alpha and the Internal Structure of Tests: *Psychometrika*, Vol.6. No.3. 297-334.
- [12]. Devanesan, M. D., Tholath, D. I., & Vakkayil, S., (2021). Influence of Promotions and Change in Buyer Behaviour Due to Covid-19 on the Intent to Increase Usage of Digital Payment Systems. *Academy of Marketing Studies Journal*, 25(2), 1-15.
- [13]. Elsafty, A. S., & Ragheb, M. (2020). The role of human resource management towards employees retention during Covid-19 pandemic in medical supplies sector – Egypt. *Business and Management Studies*, 6(2), 5059–5059
- [14]. Favilukis, J. Y., Lin, X., Sharifkhani, A., & Zhao, X. (2020). Labor Force Telework Flexibility and Asset Prices: Evidence from the COVID-19 Pandemic. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3693239>
- [15]. Greer, T. W., & Payne, S. C. (2014). Overcoming telework challenges: Outcomes of successful telework strategies. *Psychologist Manager Journal*, 17(2), 87–111. <https://doi.org/10.1037/mgr0000014>
- [16]. Hamouche, S. (2020). COVID-19 and employees' mental health: Stressors, moderators and agenda for organizational actions. *Emerald Open Research*, 2(15), 15. doi: 10.35241/emeraldopenres.13550.1
- [17]. Hannah Wilken (2020). Managing performance evaluations during a pandemic. <https://www.cultureamp.com/blog/managing-performance-evaluations-during-a-pandemic>
- [18]. Ismail, H., & Gali, N. (2017). Relationships among performance appraisal satisfaction, work–family conflict and job stress. *Journal of Management & Organization*, 23(3), 356–372.
- [19]. Jihad Fraij (2021). E-HRM To Overcome HRM Challenges in the Pandemic Original Research. Doctoral School of Management and Business, University of Debrecen, Hungary
- [20]. Kumaramkandath, R., (2020). Editorial: Covid 19, the new normal and the local-global dynamics. *Artha Journal of Social Sciences*, 19(2),
- [21]. Lund, S., Madgavkar, A., Manyika, J., Smit, S., Ellingrud, K., Meaney, M., & Robinson, O. (2021). The future of work after COVID-19. Retrieved from <https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19>
- [22]. Malhotra N.K. (2002). *Marketing Research: An Applied Orientation*, 3rd edition.
- [23]. Pearson Education Asia, New Delhi. India.
- [24]. Mitsakis, F. V. (2014). Human Resource Management (HRM), Economic Crisis (EC) and Business Life Cycle (BLC): A Literature Review and Discussion. *International Journal of Human Resource Studies*, 4(1), 189. <https://doi.org/10.5296/ijhrs.v4i1.5303>
- [25]. Ngoc Su, D., Luc Tra, D., Thi Huynh, H. M., Nguyen, H. H. T., & O'Mahony, B. (2021). Enhancing resilience in the Covid-19 crisis: Lessons from human resource management practices in Vietnam. *Current Issues in Tourism*, 1–17. doi: 10.1080/13683500.2020.1863930
- [26]. Parry, E., & Battista, V. (2019). The impact of emerging technologies on work: a review of the evidence and implications for the human resource function [version 1; peer review: 2 approved, 1 approved with reservations]. *Emerald Open Research*, 1(5), <https://doi.org/10.12688/emeraldopenres.12907.1>
- [27]. Peiró, J. M., Bayona, J. A., Caballer, A., & Di Fabio, A. (2020). Importance of work characteristics affects job performance: The mediating role of individual dispositions on the work design-performance relationships. *Personality and Individual Differences*, 157. <https://doi.org/10.1016/j.paid.2019.109808>

- [30]. Pratama, V., Santoso, I., & Mustaniroh, S. A. (2021). Development strategy of SMEs in the new normal era of coronavirus disease (COVID-19): A literature review. *IOP Conference Series. Earth and Environmental Science*, 733(1)
- [31]. Przytuła, S., Strzelec, G., & Krysińska-Kościańska, K. (2020). Re-vision of future trends in human resource management (HRM) after COVID-19. *Journal of Intercultural Management*, 12(4), 70–90
- [32]. Riyanto, S., (2020). Factors Influencing Employees Job Satisfaction. *International Journal of Current Research*, DOI: <https://doi.org/10.24941/ijcr.xxx.01.2020>, 12(08).
- [33]. Rothstein, M. A., Parmet, W. E., & Reiss, D. R. (2021). Employer-mandated vaccination for COVID-19. *American Public Health Association*, ahead of print. Retrieved from <https://ajph.aphapublications.org/doi/pdf/10.2105/AJPH.2020.306166>
- [34]. Sheppard, B. (2020, May 18). A guide to thriving in the post-COVID-19 workplace. Retrieved July 30, 2020, from World Economic Forum: <https://www.weforum.org/agenda/2020/05/workers-thrive-covid-19-skills/>
- [35]. Sheppeck, M. A., & Militello, J. (2000). Strategic HR configurations and organizational performance. *Human Resource Management*, 39(1), 5–16. [https://doi.org/10.1002/\(SICI\)1099-050X\(200021\)39:13.0.CO;2-I](https://doi.org/10.1002/(SICI)1099-050X(200021)39:13.0.CO;2-I)
- [36]. Schultz, T. W. (1993). The Economic Importance of Human Capital in Modernization. *Education Economics*, 1(1), 13–19. <https://doi.org/10.1080/09645299300000003>
- [38]. Viscusi, W.K., (2020), Pricing the global health risks. *Journal of Risk and Uncertainty*, 61, pp-101-128.

Dr. Bhavana Gupta, et. al. "Did Covid-19 Bring New Evolution Of HRM In Organisations In India?." *IOSR Journal of Business and Management (IOSR-JBM)*, Vol.25, No. 04, 2023, pp. 37-45