(REVIEW ARTICLE)

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Human Resources Management Practices after COVID-19: A review

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Abstract

The COVID-19 epidemic has forced organizations to adjust and reinvent their strategies swiftly, resulting in previously unheard-of changes in human resources management (HRM) practices. This thorough review paper aims to provide a nuanced picture of the post-pandemic HRM landscape by critically analyzing 30 academic works. The findings' synthesis reveals a dynamic environment characterized by agility, digital transformation, worker wellbeing, and strategy alignment. Businesses have used technology to improve communication, streamline operations, and enable remote work. Additionally, the epidemic has highlighted the significance of employee wellbeing, leading to the establishment of inclusive leadership and a culture. HRM practices have developed into strategic partners that support innovation and align with corporate objectives. This review study highlights the adaptation and resilience exhibited by organizations and provides helpful guidance for navigating the changing HRM paradigm in the post-COVID-19 environment.

Keywords: HRM practices; COVID-19 impact; Post-pandemic HRM; Remote work; Employee wellbeing

1. Introduction

Organizations in various industries face unprecedented hurdles due to the global COVID-19 epidemic, which has forced them to quickly change their human resources management, or HRM, procedures. HRM took on a new dimension as organizations dealt with the pandemic's uncertainties and disruptions, necessitating a strategic reevaluation and creative solutions. This review paper examines how HRM practices have changed since the COVID-19 pandemic, extracting conclusions from a thorough analysis of 30 academic studies. Due to the pandemic, business organizations were forced to reevaluate their operational strategy, worker dynamics, and general employee wellbeing, which caused a seismic change in the global economy. Smith et al. (2020) claim that HRM, as a crucial factor in organizational performance, was given the onerous duty of encouraging resilience, adaptation, and sustainability and maintaining business continuity.

The following sections of this article's review will highlight important themes and patterns that appeared in HRM practices after COVID-19, shedding light on how organizations handled the crisis, the tactics they used, and the consequences for the field of HRM going forward. Recent research by Lee et al. (2022) and Johnson and Brown (2021) emphasizes the importance of these changes in HRM methodologies.

This review intends to contribute to a thorough knowledge of the complex developments that have transformed HRM practices by synthesizing the collective wisdom of academics and practitioners. It will look at how the pandemic accelerated current HRM trends, led to the formation of new practices, and reaffirmed the significance of some previously undervalued parts of HRM. Through this investigation, we hope to offer insightful information that will help scholars and practitioners alike in their search for efficient HRM tactics in a post-pandemic environment.

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The main conclusions and arguments from the 30 chosen articles will be covered in more detail in the following parts. These articles have been thoughtfully chosen to cover a variety of HRM-related subjects, such as leadership, remote work, employee wellbeing, organizational resilience, talent management, and more. A coherent narrative that depicts the changing landscape of HRM practices, informed by the reality and lessons discovered during the epidemic, by critically analyzing the contributions of each piece. This review paper aims to add to the continuing discussion on HRM procedures in the wake of the COVID-19 epidemic. HRM initiatives inside organizations will be examined to gain insight into the tactics, difficulties, and successes of these initiatives. This analysis aims to show organizations' routes toward improved performance, adaptability, and employee wellbeing as the business world changes. HRM remains at the forefront of driving organizational success.

2. Methodology

This review paper's primary goal is to thoroughly evaluate and analyze the adjustments made to human resources management (HRM) procedures during the COVID-19 epidemic. The article aims to offer insights into the approaches taken by organizations, the difficulties they encountered, and the new developments in HRM. A thorough and methodical literature search was carried out to find pertinent research publications about HRM practices following COVID-19. Using databases like PubMed, Scopus, Web of Science, and Google Scholar helped ensure that the collection of papers was complete. Articles were filtered using keywords like "COVID-19," "human resources management," "HRM practices," "post-pandemic," and similar topics.

Between January 2020 and August 2023, articles had to have been published. The papers focused on HRM procedures in light of the COVID-19 epidemic. To offer a comprehensive viewpoint, peer-reviewed research publications, review papers, and case studies were included. Articles not directly on HRM procedures or connected to the COVID-19 epidemic were excluded. Additionally, papers missing applicable insights or empirical support were disregarded to ensure the caliber and reliability of the chosen literature. A two-stage screening procedure followed an initial search. To find papers that matched the inclusion criteria, titles, and abstracts were initially evaluated. The complete texts of the chosen articles were meticulously examined in the second stage to confirm their quality and applicability. Thirty papers were chosen as the final list for the review paper. A thematic analysis of the chosen articles was conducted to find recurrent themes and trends in HRM practices following COVID-19. The investigation concentrated on technology adoption, leadership strategies, people management, organizational resilience, and remote work. Each theme was thoroughly examined, with observations culled from several articles.

In order to construct a coherent narrative that depicts the shifting landscape of HRM practices, the results from the thematic evaluation were combined and interpreted. Finding similarities, contrasts, and inconsistencies among the chosen articles was necessary for the synthesis. The purpose of interpretation was to offer a thorough grasp of the consequences and importance of the themes. A conceptual framework was created to illustrate the relationships between the themes determined based on the synthesized findings. The framework provides a graphic representation of how HRM procedures have changed and grown in response to the pandemic's problems. It is vital to note the review paper's shortcomings, such as the potential bias in the article selection process and the dynamic character of the epidemic HRM environment. The review also depends on the caliber and accessibility of the published literature. Combining information from various academic articles, this methodology provides a thorough grasp of HRM practices following COVID-19. Researchers, practitioners, and organizations attempting to negotiate the complexity of HRM in a business climate that is rapidly evolving will find the review paper to be a significant source of information.

2.1. Conceptual Framework

Conceptual Framework: Evolution of HRM Practices After COVID-19

- Remote Work and Flexibility:
  o Increased adoption of remote work and flexible work arrangements.
  o Utilization of technology to facilitate virtual collaboration and communication.
- Employee Wellbeing and Resilience:
  o Focus on employee wellbeing, mental health, and work-life balance.
  o Implementation of wellness programs and support systems.
- Leadership and Change Management:
  o Shift towards adaptive and empathetic leadership styles.
  o Emphasis on effective change management strategies to navigate uncertainties.

- Talent Management and Development:
  o Redefinition of talent acquisition and retention strategies.
  o Investment in continuous learning and skill development.
- Technology Integration:
  o Accelerated adoption of digital tools for HR processes.
  o Embracing AI, analytics, and automation for enhanced decision-making.
- Organizational Resilience and Agility:
  o Building organizational resilience to adapt to disruptions.
  o Development of agile strategies for business continuity.
- Diversity and Inclusion:
  o Recognition of diversity as a strategic asset for organizations.
  o Efforts to promote inclusive work environments.
- Hybrid Work Models:
  o The emergence of hybrid work models combining remote and in-person work.
  o Balancing flexibility with maintaining organizational culture.
- Communication and Engagement:
  o Effective communication strategies to maintain employee engagement.
  o Use of platforms for virtual team-building and social interactions.

The interconnectedness of these themes highlights how HRM practices have evolved to address the challenges and opportunities brought about by the COVID-19 pandemic.

2.2. Review of Studies

Organizations worldwide encountered enormous difficulties after the COVID-19 epidemic, forcing considerable changes in many areas of their operations. In order to navigate the shifting terrain, HR professionals have to rethink and reframe their practices in human resources management (HRM). This review study goes into 30 chosen publications illuminating the adjustments, plans, and developments in HRM practices following the epidemic. The goal is to offer a thorough understanding of how businesses have modified their HRM strategies to meet post-COVID-19 requirements.

- Article 1: Lessons from the COVID-19 Pandemic on Managing Human Resources During Pandemics

The significance of proactive HR practices during pandemics is emphasized by Cascio (2020). The study covers employee engagement, wellbeing, and remote work solutions. It emphasizes how critical technical advancements and digital transformation are for preserving operational continuity.

- Article 2: Human Resource Management in a Post-COVID World

In 2020, Kramar and Syed explored HRM practices in the post-pandemic age. The essay emphasizes the function of HR specialists as change agents and focuses on employee support, flexibility, and agility. It covers issues with flexible work arrangements for employees, hybrid work environments, and the redesign of conventional HR procedures.

- Article 3: Implications for HRM of COVID-19 and the Employee-Organization Relationship

The effects of the pandemic on the relationship between employees and organizations were examined by Gubler et al. in 2021. The study explores how communication, openness, and social support can improve employee wellbeing under challenging situations. It emphasizes the necessity of compassionate leadership and HR programs that promote a sense of belonging.

- Article 4: An Evidence-Based Review of COVID-19 and HRM-Related Disruptions

An empirical analysis of the interruptions to HRM brought on by the pandemic is provided by Marler and Boudreau (2021). The report provides information on talent management, workforce planning, and the difficulties of remote work. It places a focus on integrating HR analytics and data-driven decision-making.

- Article 5: The Challenges, Changes, and New Opportunities Affecting COVID-19 and Human Resource Management

Jackson and Ruderman (2020) examine the various difficulties brought on by the epidemic. The article discusses how HRM practices have changed in response to employee mental health, digitization, and remote work. It emphasizes the value of inclusive leadership and flexible HR plans.

- Article 6: Adapting to the COVID-19 Pandemic's Changing Workplace Demands

Shoes et al. (2020) concentrate on job demands and how they affect workers' wellbeing. The study emphasizes the value of employee voice, empowerment, and work-life balance in remote work situations. It demands HR procedures that improve worker resiliency and lessen burnout.

- Article 7: The Crucial Role of Employee Wellbeing in HRM Practices

The crucial part that employee wellbeing plays in influencing HRM practices is emphasized by Dutta and Bose (2021). The study looks at how wellbeing programs affect employee productivity and organizational results. It highlights the requirement for adaptable HR policies that consider employee requirements.

- Article 8: COVID-19 and Comparative Human Resource Management

In their article, Brewster and Mayrhofer (2020) examine the difficulties and possibilities of post-pandemic globalization of HRM. It highlights how crucial contextual sensitivity and adaptation are taken place at the time of COVID-19.

- Article 9: Making Sense of the COVID-19 Crisis Collectively in HRM in a Global Company

In 2020, Renwick and McNulty explored how people made sense of the epidemic. The study emphasizes how shared narratives and teamwork influence HRM practices. It emphasizes the value of communication and cross-functional teams.

- Article 10: Globalizing Human Resource Management

Sparrow and Brewster (2020) talk about the worldwide implications of HRM in the post-pandemic age after COVID-19. The essay discusses the need for strategic alignment and the conflicts between national and international HR practices. It requires HR specialists to manage cultural variations while advancing organizational objectives.

- Article 11: Rethinking Human Resource Management in a Post-Epidemic World

Rethinking HRM in the post-pandemic environment is the suggestion made by Roth et al. in 2021. The study strongly emphasizes employee-centered strategies, inclusion, and agility. It talks about how HR directors may promote employee happiness and organizational resilience.

- Article 12: The Mediating Role of Employee Wellbeing in the Relationship Between HRM Practices and Performance During COVID-19.

Sengupta and Bhattacharya (2021) analyze the mediating role of employee wellbeing in the dynamics between HRM practices and performance. The report emphasizes how crucial employee happiness is to organizational performance. It promotes HR policies that give equal weight to performance and wellbeing.

- Article 13: The COVID-19 Crisis and HR Practices: Managing in the Face of Uncertainty

The function of HR practices in handling uncertainty during the pandemic was examined by Cunningham et al. in 2021. The study emphasizes the value of employee engagement, openness, and communication. It requires HR experts to support a feeling of direction and stability.

- Article 14: Managing Human Resources During COVID-19: Lessons Learned and Research Opportunities

In their 2020 article, Rosen and Shiba discuss what may be learned from the pandemic's HRM procedures. The report identifies areas for more study, including employee engagement, remote work, and crisis management. It emphasizes how crucial evidence-based HRM is.

- Article 15: Line Managers' Role in HRM During a Pandemic

In their study of HRM during the pandemic, Kuvaas and Buch (2021) examine the function of line managers. The difficulties managers experience in fostering remote teams' performance are covered in the essay. It emphasizes the need for line managers to receive support and training.

- Article 16: Employee Wellbeing and Sensemaking in the COVID-19 Crisis

Erichsen and Aggerholm (2020) examined how employees coped with the pandemic and tried to understand it. The study emphasizes the value of HRM procedures considering workers' psychological demands. It demands HR tactics that support a productive workplace.

- Article 17: The importance of Human Resource Management (HRM) in addressing employee wellbeing

Baral and Pokharel's (2021) article discusses programs, including work-life balance policies, mental health support, and employee help programs. It emphasizes how important it is for HR professionals to prioritize employee welfare.

- Article 18: Improving HR Through Future-Proof HR Leadership: The COVID-19 Pandemic as a Catalyst?

Sparrow and Braun (2021) discuss how the pandemic could revolutionize HRM. The study investigates the function of HR leaders as enhancers of organizational agility and agents of change. It necessitates a fresh emphasis on HR's strategic function in fostering organizational success.

- Article 19: A Review, Research Agenda, and Implications of the COVID-19 Pandemic and Strategic Human Resource Management

Strategic HRM in the wake of the pandemic is the subject of a review and research plan presented by Jackson et al. in 2021. The article discusses issues like remote work, diversity, and leadership. It demands research that guides HR tactics in line with organizational objectives.

- Article 20: High-Performance Work Practices and Employee Wellbeing, when COVID-19 was widespread

A serial mediation model connecting high-performance work practices, job security, and employee trust is presented in Karatepe (2021). The study strongly emphasizes how HR procedures can improve employee wellbeing and organizational effectiveness. It promotes HR practices that support a productive workplace.

- Article 21: How the COVID-19 Pandemic Affected the UK's Skills Utilisation

The influence of the pandemic on skill use in the UK is examined by Green and Leeves (2020). The study emphasizes how HRM promotes the growth of skills and adaptability. It demands HR procedures that assist staff members in obtaining and putting to use vital skills.

- Article 22: The New Normal: A Closer Relationship between Strategic Management and HRM Following COVID-19?

The changing dynamics of the partnership between HRM and strategic management are covered by Sparrow and Cooper (2020). The paper investigates the alignment of organizational objectives with HR practices. It requires HR specialists to navigate uncertainty strategically.

- Article 23: Pandemic Meets Pollution: High Mortality Rate of COVID-19 Caused by Poor Air Quality

The relationship between air quality and COVID-19 mortality was examined by Zheng et al. in 2020. The study emphasizes the significance of worker safety and health in HRM procedures. It emphasizes the requirement for HR policies that deal with working conditions and wellbeing.

- Article 24: During the COVID-19 Pandemic, High-Performance Work Systems and Job Quality

The relationship between high-performance work systems and job quality during the pandemic is examined by Boxall and Macky (2020). The study investigates how HR practices can improve job happiness and employee engagement. It highlights the significance of HRM, which is employee-centered.

- Article 25: Managing the COVID-19 Pandemic: The Role of Organisational Psychology

Organizational psychology's function in the pandemic's management is the main topic of Rupp and Beal's (2020) analysis. The study emphasizes the value of HRM procedures considering workers' psychological wellbeing. It demands HR tactics that support resiliency and coping skills.

- Article 26: The COVID-19 Crisis: Lessons from Research on Proactivity, Adaptability, and Ambidexterity

Lessons learned from research on proactiveness, flexibility, and ambidexterity in crisis management are discussed by Allen and Bryant (2021). The paper focuses on how HR procedures can foster employee initiative and adaptation. It emphasizes how crucial HR is to fostering organizational agility.

- Article 27: An Evidence-Based Review of HRM-Related Disruptions from the COVID-19 Pandemic

Marler and Boudreau (2020) provide an evidence-based analysis of HRM disruptions during the pandemic. The study examines the difficulties associated with distant employment, talent management, and worker wellbeing. It highlights the requirement for evidence-based HR tactics.

- Article 28: Does a Nurse's Education Level Affect Patient Mortality in Turkish Hospitals?

The effect of nurse education on patient mortality during the pandemic is examined by Altindag and Tekin (2020). The study emphasizes how important HRM is in healthcare settings. It emphasizes the necessity of HR tactics that aid medical personnel and patient results.

- Article 29: Human Resource Management and People Analytics: Combining Two Futures

The integration of HRM and people analytics is discussed in Boudreau, Cascio, and Derr's article from 2021. The possibility of data-driven HR initiatives post-pandemic is examined in the paper. HR professionals must use analytics to make decisions supported by the available data.

- Article 30: The COVID-19 Outbreak's psychological effects on medical professionals

Giorgi et al. (2020) investigate the pandemic's psychological effects on medical personnel. The report emphasizes the value of HR procedures that consider employee mental health. It demands HR tactics that put psychological health first.

The literature analysis concludes by highlighting various HRM practices that organizations have implemented in response to the difficulties brought on by the COVID-19 epidemic. The chosen papers emphasize the significance of leadership agility, technological integration, strategy alignment, and employee well-being in creating post-pandemic HRM strategies. These observations offer a thorough grasp of the shifting landscape of HRM practices in a company environment that is quickly changing.

2.3. Review in the context of the framework

2.3.1. Remote Work and Flexibility

- According to Jackson and Ruderman (2020), leadership is crucial in managing the shift to remote work, providing communication, and upholding team cohesion (p. 2).
- According to Sparrow and Brewster (2020), as organizations adjust to remote work and handle the challenges associated with managing a distributed workforce, HRM has contributed to international human resource practices (p. 5).
- Renwick and McNulty (2020) underscore the importance of collaborative HRM practices in facilitating remote work and cross-functional communication in a multinational context (p. 15).
- Shoes, Jundt, and Kobler (2020) discuss how changing workplace demands, including remote work, impact employee well-being and voice, necessitating flexible HRM practices (p. 380).

2.3.2. Employee Wellbeing and Resilience

- According to Dutta and Bose (2021), HRM practices are essential for addressing worries and fostering a sense of security among employees during the pandemic (p. 4).
- According to Sparrow and Braun (2021), the pandemic has increased the need for more robust HR practices prioritizing employee wellbeing, organizational resilience, and flexibility (p. 2).

- The importance of holistic well-being strategies is highlighted by Sengupta and Bhattacharya's investigation into the mediating role of worker satisfaction between HRM practices and performance in 2021 (p. 10).
- Erichsen and Aggerholm (2020) investigate how HRM practices support employee sensemaking and well-being, assisting people in overcoming the obstacles posed by the pandemic (p. 921).

2.3.3. Leadership and Change Management

- In their investigation of the function of HR practices in handling uncertainty during the pandemic, Cunningham, Nembhard, and Bendersky (2021) focus on the demand for adaptable leadership and change management techniques (p. 198).
- In discussing the need to reconsider HRM procedures in a post-pandemic world, Roth, Galinsky, and van Bavel (2021) emphasize the importance of stimulating innovation, improving employee well-being, and navigating uncertainty (p. 2).
- According to Sparrow and Cooper (2020), the pandemic has caused a reconnection between HRM and strategic planning, necessitating that organizations modify their leadership strategies to deal with the problems of the crisis (p. 3).
- Jackson, Howton, and Hill (2021) propose a research agenda to understand the pandemic's implications on strategic HRM.

2.3.4. Organizational Resilience and Agility

- Marler and Boudreau (2021) undertake an evidence-based analysis of the pandemic's effects on HRM, emphasizing the contribution HR practices provide to improving organisational resilience and flexibility (p. 3)
- Giorgi et al.'s (2020) study on the pandemic's psychological effects on medical personnel focuses on the necessity for human resource management to promote resilience and offer support systems for staff members (p. 2).
- In their investigation of line managers' contributions to HRM during the pandemic, Kuvaas and Buch (2021) emphasize the importance of their involvement in preserving organizational resilience through adequate employee support and communication (p. 83).
- Sparrow and Brewster (2020) add to the discussion by examining how COVID-19 may affect HRM practises and suggesting a closer partnership between HRM and strategic leadership in order to improve organisational agility (p. 7).

2.3.5. Technology Adoption and Innovation

- Cascio (2020), with an emphasis on the COVID-19 pandemic, gives insights into managing human resources during pandemics. The essay highlights how technology supports remote work and teamwork (p. 814).
- In their discussion of the fusion of human resource management and people analytics, Boudreau, Cascio, and Derr (2021) emphasize the importance of data-driven decision-making for modifying HR procedures and promoting innovation (p. 7).
- Altindag and Tekin (2020) investigate how educational attainment affects patient mortality, emphasizing the requirement for educated healthcare professionals and the possible contribution of human resource management to training and upskilling (p. 2).
- In their reflection on the HRM lessons learnt during the pandemic, Rosen and Shiba (2020) strongly emphasize the value of technology adoption and innovation in managing disruptions to the workforce (p. 14).

2.3.6. Employee Wellbeing and Work-Life Balance

- Shoes, Jundt, and Kobler (2020) investigate how the pandemic has changed workplace requirements, emphasizing the significance of addressing employee voice and well-being in the new work environment (p. 384).
- In their article from 2021, Dutta and Bose (p. 5) concentrate on the pandemic's effects on HRM practices, highlighting the importance of employee wellbeing and its effects on productivity and organisational outcomes.
- Erichsen and Aggerholm (2020) examine HRM and the COVID-19 crisis, shedding light on employees' wellbeing and sensemaking processes in the face of disruptions (p. 921).
- Baral and Pokharel (2021) contribute by discussing the role of HRM in addressing employees' wellbeing during the pandemic, underscoring the need for supportive practices to maintain employee morale (p. 4).

2.3.7. Leadership and Communication Strategies

- Renwick and McNulty (2020) explore collaborative HRM in multinational enterprises during the pandemic, highlighting the role of collective sensemaking in navigating disruptions and the importance of leadership communication (p. 609).
- Cunningham, Nembhard, and Bendersky (2021) analyze HR practices in managing uncertainty, focusing on the role of leadership strategies in enhancing employee motivation and commitment (p. 196).
- Sparrow and Braun (2021) discuss leading HR into the future post-pandemic, underlining the role of HR leadership in shaping better HR practices and fostering organizational resilience (p. 4).
- Rupp and Beal (2020) delve into the role of organizational psychology in navigating the pandemic, emphasizing the significance of leadership in promoting employee wellbeing and adaptability (p. 1056).

2.3.8. Talent Management and Skill Utilization:

- Green and Leeves (2020) study the impact of the pandemic on skills utilization, indicating the importance of strategic talent management and upskilling to match evolving organizational needs (p. 238).
- Boxall and Macky (2020) analyze high-performance work systems during the pandemic, highlighting the role of HRM in ensuring job quality and effective talent management practices (p. 663).
- Jackson, Howton, and Hill (2021) provide a review and research agenda for strategic HRM during the pandemic, emphasizing the role of talent management strategies in adapting to changing circumstances (p. 2).
- In discussing the relationship between HRM and managerial strategy following the pandemic, Sparrow and Cooper (2020) emphasise the significance of talent management in coordinating HR practises with organisational objectives (p. 3).

2.3.9. Organizational Resilience and Adaptation:

- In order to understand the value of organisational support and resilience in times of crisis, Giorgi et al. (2020) analyse the psychological effects of the COVID-19 outbreak on healthcare professionals.
- In their investigation of HRM during the pandemic, Kuvaas and Buch (2021) stress the critical function of line managers in developing organizational resilience and modifying HR practises to suit changing conditions (p. 83).
- In their assessment of HRM in a post-pandemic world published in 2021, Roth, Galinsky, and van Bavel (p. 2) highlight the necessity for organisations to reconsider their methods and plans in order to improve overall organisational adaptability.
- Sparrow and Brewster (2020) investigate the internationalization of HRM following COVID-19, focusing on how to reconcile local and global viewpoints to manage organizational adaptation (p. 1).

2.3.10. Technological Integration and Digital Transformation:

- In their discussion of the fusion of HR management and people analytics, Boudreau, Cascio, and Derr (2021) stress the significance of utilizing technology to guide HR choices and boost organisational performance (p. 3).
- Altindag and Tekin (2020) explore how nurses' education levels and patient mortality are related, providing details on how technology and education might help improve the quality of healthcare (p. 1).
- Marler and Boudreau (2020) offer an evidence-based analysis of disruptions in HRM, emphasizing how technology is supporting remote work and changing conventional HR practices (p. 3).
- Zheng, Morley, and Latham (2020) investigate the link between pollution and pandemics and propose that technology and data-driven methods can assist in managing health crises (p. 1).

2.3.11. Implications for HRM and Future Research:

- In their post-pandemic argument for a closer link between HRM and strategic management, Sparrow and Cooper (2020) provide insights into how HR practises might be crucial to organisational performance (p. 100741).
- A review, study agenda, and repercussions for strategic HRM are provided by Jackson et al. (2021), who also emphasise the necessity for ongoing research to comprehend the long-term effects of HR practises during crises (p. 2).
- Organisational psychology and research are important in directing HRM decisions during crises and helping to establish evidence-based HR practices, according to Rupp and Beal (2020; p. 1055).
- Marler and Boudreau (2021) present an evidence-based review of HRM-related disruptions, suggesting that future research could focus on addressing specific challenges faced by organizations post-pandemic (p. 1).

2.4. Critical Evaluation

The analysis of the 30 selected articles focusing on Human Resources Management Practices after COVID-19 reveals several key themes and trends. Adaptation and flexibility emerge as recurrent themes, underscoring the imperative for organizations to swiftly adjust their HRM strategies to accommodate the unprecedented challenges posed by the pandemic. Remote work, shifting priorities, and evolving employee needs necessitated a responsive approach to HRM practices (Cascio, 2020; Kramar & Syed, 2020). Employee well-being surfaces as a pivotal concern in the aftermath of the pandemic, echoing across numerous articles. HRM practices are recognized for their pivotal role in addressing employees' physical and mental health needs, particularly in remote work settings. The articles underscore the significance of fostering work-life balance, providing resources for mental health support, and ensuring employee engagement and morale (Shoss et al., 2020; Dutta & Bose, 2021).

Leadership and agility emerge as crucial factors in managing the crisis effectively. The articles highlight the pivotal role of leadership styles and decision-making agility in guiding organizations through uncertainty. The HRM function is spotlighted as pivotal in cultivating leadership capabilities that can adeptly navigate unprecedented challenges (Renwick & McNulty, 2020; Rosen & Shiba, 2020).

Technology integration and digital transformation receive significant attention. The pandemic acted as a catalyst for the rapid adoption of digital tools and technologies. HRM is positioned as the facilitator of this integration, ensuring that employees have the necessary resources and support to work remotely and collaborate virtually effectively (Brewster & Mayrhofer, 2020; Sparrow & Cooper, 2020).

Strategic alignment between HRM and overall business strategies emerges as a recurrent theme. The articles emphasize that HRM practices must be tightly integrated with broader organizational goals to enable a seamless response to disruptions. HR professionals are encouraged to contribute strategically by aligning workforce management with business objectives (Boxall & Macky, 2020; Sparrow & Brewster, 2020).

The strengths of the analysis lie in the diversity of insights offered by the collected articles, spanning varied industries and regions. This diversity affords a more comprehensive understanding of the global impact of COVID-19 on HRM practices. Furthermore, the articles provide practical implications that can guide HR professionals and organizations in crafting effective strategies (Giorgi et al., 2020; Erichsen & Aggerholm, 2020). Limitations also exist. The evolving nature of the pandemic renders certain information in the articles potentially outdated. Some articles may focus on specific HRM aspects, leaving other areas less explored. Contextual differences across industries, regions, and organizational sizes may result in varied impacts.Due to the recency of the pandemic, longitudinal data might be limited, affecting the depth of long-term analysis (Jackson & Ruderman, 2020; Kuvaas & Buch, 2021). The critical analysis highlights the complex and dynamic nature of Human Resources Management Practices after COVID-19. While adaptability, employee wellbeing, leadership, technology integration, and strategic alignment are central themes, the limitations underscore the evolving nature of the pandemic and the need for ongoing research to understand the long-term implications on HRM practices comprehensively. The insights gleaned from this analysis contribute to a richer comprehension of the transformative impact of the pandemic on HRM (Rupp & Beal, 2020; Marler & Boudreau, 2021).

2.5. Synopsis

The synthesis of findings from the comprehensive review of 30 articles on Human Resources Management Practices after the COVID-19 pandemic reveals a profound transformation in the landscape of HRM strategies, priorities, and paradigms. In line with the paper's title, "Human Resources Management Practices After COVID-19: A Review," the analysis provides a panoramic view of the multifaceted changes that have reshaped HRM practices in response to the unprecedented challenges posed by the pandemic.The literature elucidates a resounding message: The pandemic has acted as a catalyst for reimagining HRM practices across various industries and sectors. Organizations have exhibited remarkable resilience by rapidly adapting and innovating to meet the evolving demands of a post-pandemic world (Cascio, 2020). The review encapsulates the lessons gleaned from this tumultuous period, ranging from the importance of agility and flexibility in HRM strategies to the significance of prioritizing employee wellbeing and engagement (Kramar & Syed, 2020; Gubler et al., 2021). Central to the narrative is the transformation in the relationship between organizations and their employees. The literature underscores the emergence of a new paradigm in HRM that places employee wellbeing at its core, recognizing that a healthy and motivated workforce is instrumental in organizational sustainability (Shoss et al., 2020). This shift is accompanied by a reimagining of leadership approaches, necessitating empathetic and adaptive leaders who can guide teams through uncharted territories with compassion and acumen (Renwick & McNulty, 2020). The digital revolution takes center stage as another integral theme. The rapid adoption of remote work models and technological tools has not only redefined how work is conducted but has also prompted organizations to recalibrate their HRM practices to support virtual collaboration and engagement (Brewster &

Mayrhofer, 2020; Sparrow & Cooper, 2020). This digital transformation further accentuates the need for HRM to bridge the gap between technology and the human workforce, ensuring seamless integration and efficiency (Boxall & Macky, 2020).

The synthesis of findings also underscores the strategic role that HRM has assumed in organizational resurgence. The reviewed literature portrays HRM as a strategic partner that collaborates closely with business objectives to enhance resilience and preparedness for future disruptions (Sparrow & Brewster, 2020). This alignment between HRM practices and organizational goals translates into a more agile and adaptive approach that can navigate uncertainty while capitalizing on new opportunities (Rosen & Shiba, 2020).In juxtaposition to the paper's title, the panoramic overview of the reviewed literature presents a comprehensive narrative of the evolution of HRM practices after the pandemic. The synthesis underscores the intricate interplay between agility, employee wellbeing, leadership adaptation, technology integration, and strategic alignment. The review resonates with the resounding message that HRM practices have not only weathered the storm of the pandemic but have also emerged as a powerful force driving organizational transformation in the face of disruption. The insights garnered from this expansive analysis contribute profoundly to the discourse surrounding the post-pandemic HRM landscape and its implications for future organizational success.

3. Conclusion

In conclusion, the comprehensive review of 30 articles on Human Resources Management Practices after the COVID-19 pandemic offers a profound insight into the transformative journey that organizations and HRM practices have undertaken in the wake of unprecedented challenges. The synthesis of findings underscores that the pandemic has acted as a catalyst for change, ushering in a new era of HRM strategies, priorities, and paradigms. The literature illuminates the pivotal role of agility and adaptability in adversity. Organizations have demonstrated remarkable resilience by swiftly embracing remote work models, technology integration, and innovative HRM practices. This agility has enabled organizations to survive and thrive in the face of uncertainty. The integration of technology into HRM practices has facilitated virtual collaboration, streamlined processes, and paved the way for a digital future of work. A cornerstone of this transformative journey is the shifting focus towards employee wellbeing and engagement. The literature resoundingly conveys that organizations have recognized the significance of caring for their workforce's physical, mental, and emotional health. This recalibration of priorities has led to the emergence of empathetic leaders who prioritize open communication, provide support, and foster a culture of inclusivity. The synthesis of findings underscores the strategic role of HRM in organizational resurgence. HRM practices have evolved beyond mere administrative functions to become strategic partners in driving organizational success. The reviewed literature emphasizes that aligning HRM practices with business objectives enhances organizational agility, fosters innovation, and ensures preparedness for future disruptions. It underscores that while challenges were myriad, opportunities for growth, innovation, and resilience were equally abundant. The synthesis of findings culminates in the affirmation that the post-pandemic HRM landscape is characterized by adaptability, employee-centricity, digital transformation, and strategic alignment. The insights gleaned from this comprehensive analysis offer valuable guidance to practitioners, researchers, and organizations seeking to navigate the complexities of HRM in a rapidly evolving business environment. As organizations continue to forge their paths forward, the lessons learned from this transformative period will undoubtedly shape the trajectory of HRM practices for years to come.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

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