HUMAN RESOURCES MANAGEMENT AFTER THE COVID-19 PANDEMIC: BACK TO 2019 OR AHEAD TOWARDS A NEW MANAGEMENT OF HUMAN RESOURCES?

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Abstract: *During the COVID-19 pandemic the management of human resources changed dramatically, especially since digitalization grew overwhelmingly overnight and multi-national companies were forced to close office buildings and work remotely. In other words, the IT industry went sky high and the demand for IT specialists increased as everything became automatized. Working from home has increased the demand for specialists and software in every branch of any company and even after COVID-19, people find it difficult to readjust to the lifestyle they were accustomed to before 2020, due to the fact that in the meantime, they have learned to use software that can help them do the same thing from home, but faster and in a more precise way than previous software versions would have allowed. Thus, the hybrid working system is more viable nowadays and even reducing the number of working days per week may soon become possible.*

Keywords: Human Resources Management, COVID-19 pandemic, demand for IT specialist

1. INTRODUCTION

Before the COVID-19 pandemic, the human resource department in any company was digitalized at a certain level and the majority of documents where still signed personally and there were stacks of paperwork and filles in the archive. No one digitalized the information because the was no need and the statistics show that more than 70% only knew the basics about computer programs and they do not have the necessary skills to create automate situation even for a simple .xls file. Over time and due to the pandemic harnessing abilities, such as introduction information in database, manipulating information, data analysis and so on became a necessary requirement in a job interview. In other words, any new employ needs to know how to manipulate and study the data so they can improve and produce more money to the company. The company employees that were hired and did not possess the necessary knowledge were sent to courses in other companies to learn and improve their work. This represents an evolution on the working market, but it also represents a huge risk due to the fact that these companies can recruit their students while teaching them. The latest statistics show that the younger people change their job often. They want to build a career till they are 35, get married between 35 and 40 and have children after 40 years. This trend in 2022 became more and more realistic because people want to have experience before embarking on a long experience. The fact that they can work from everywhere in the world mean that they can live in paradise islands and still do the job they most desire without any restrains.

If in the past the young people in Romania where stressed because they stuck to acquire a lot of experience before they could reach a certain lifestyle and could move to other cities after a certain age, nowadays the multi-national companies agreed to grant them full trust and allow them to work from anywhere as long as they do their job. Who wouldn't love to do that? [1]

2. WHAT DID THE COVID-19 PANDEMIC CHANGE IN THE HUMAN RESOURCES MANAGEMENT IN A MULTINATIONAL COMPANY?

After the total lockdown in the world due to the COVID-19 pandemic, the human resource market shifted its course and started developing new remote departments so it can sustain its new way of doing business. At the same time the smart equipment market went sky high even if the demand was high before. All the industries demanded the best hardware equipment to sustain long working hours from home and thus a new demand appeared on the market: data analysis engineer. As we can observe in the following graphic, there is a growth tendency within the data analysis engineer and an involution on logistics. In other words, we digitalized our work more and we can create digital reports faster and way more efficient, thus there is no need for a growth of personnel on logistics [2]. (Fig. 1)
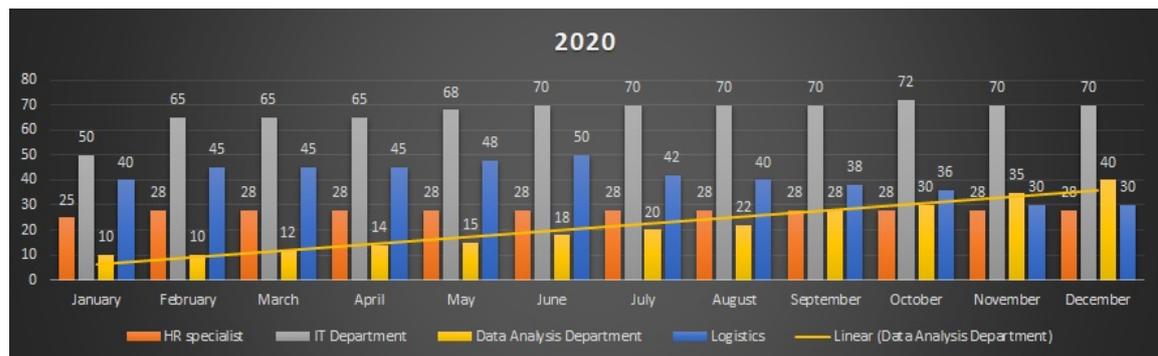

FIG.1 Demand for Data Analysis specialist in 2020

In 2021 the demand for analysts grew even more, thus other departments in a company were reduced due to the fact that these people can process a large volume of data in any department and had better and faster results. To counter this high growth personnel from the other departments took advantage of the online courses which were used everywhere because of the pandemic and gain knowledge in computers and databases. Even though they did the basics, it improved their work and understanding the importance of technology and why do we need so many engineers in a company. It is without any doubt that the necessity will grow even more (Fig. 2.)
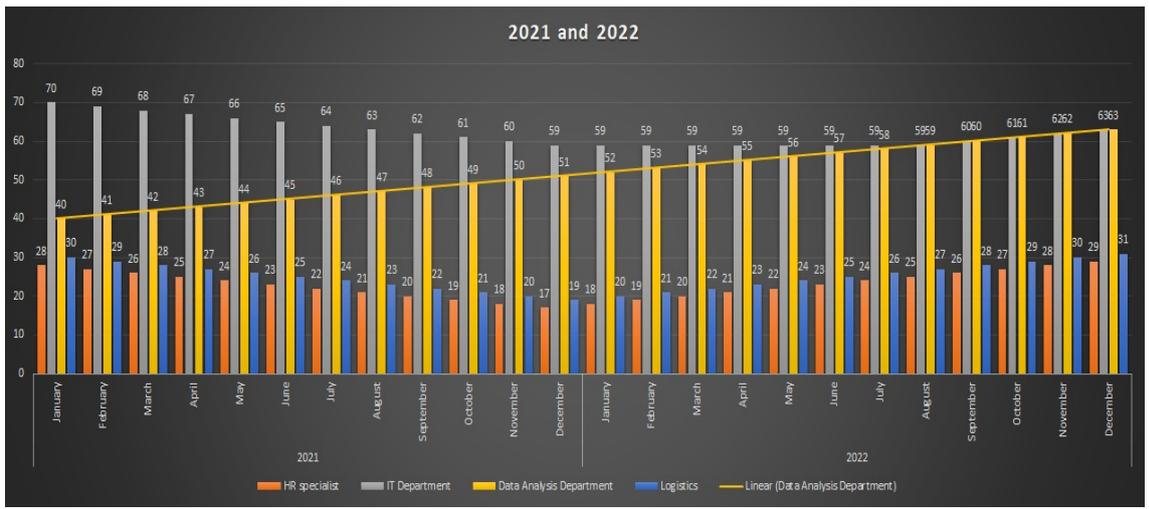
FIG. 2 Increase in data analysis between 2021 and 2022

At the beginning of 2022, we can observe an increase on all types of personnel, meaning that the industry is coming back even stronger than before. This is a result of hiring more engineers that process data and made estimations on the market in every day thus having the worst-case scenario prepared and everything that was over it meth an evolution in the company [3][4].

FIG. 3 Total personnel in multinational companies during the COVID pandemic in 2021 and 2022

From the looks on the total personnel graphic we can observe that at the begging of 2022 the human resource department has increasingly upgraded its hiring capacity. The companies demand to evolve and increase their budget in order to hire a specialist that can do the job faster and more efficient. At the same pace, other engineers create statistics on growth and possible evolution in real time, thus the company board have all the details the approve any changes, but in the same time the human resources department also see the results of their work. This helps improve their recruiting abilities from month to month.

3. A THEORETICAL PERSPECTIVE ON HUMAN RESOURCE MANAGEMENT

3.1 How Does Digital Human Resource Management Work in the 21st Century?
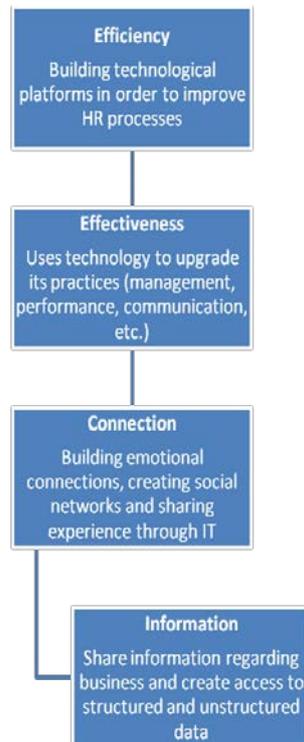

FIG. 4 Framework for the 4th Industrial Revolution (The 4th Industrial Revolution changed the organization, society, operating structure of the organization, life style of employees, etc)

With the help of digital processes, employees will now fully know about the recruitment process, the time spent to find the adequate person for the job and the possibility to transform into the best version of themselves, but at the same time, a company's productivity is likely to increase due to the fact that they have more and more trained specialists.

3.2 Basic Requirements for the Digitalization of Human Resources Departments

Over the years, human resource management evolved from conventional to high tech software that generates and filters information according to employer needs [5][6].

A. A digital workforce

In the new millennial era, the current generations are already considered a digital workforce. This is due to the fact that they have smartphones and internet connected devices that are synchronized with web-based applications and are used on a daily basis for everyday tasks. Having such technology at the peak of the eye, the new HR management department is embedded with mobile apps, design thinking, video, behavioral economics, and the use of system analytics.

B. Digital work and tasks

All company employees must have access to the online platform, being able to read tasks and use the company software to file complaints regarding the system's functionality, so that everything that is introduced in the database is live and the CEO may map of the whole situation.

Having live access to such data could lead to an evolution of the company and could also help us escape dangerous situations such as a market failure.[7][8][9]

C. **Digital support management**

This involves planning, implementing, and using digital technologies to support the Human Resources Department activities:

- payroll processing;
- reward and compensation;
- performance management;
- training;
- development.

D. **Updated hr technology**

There is a huge change in conventional Human Resources, in other words going from local networks to cloud-based systems. Computers transformed into tablets and smartphones and social platforms became important tools in recruiting new personnel.

3.3 Benefits of Digital Human Resource Management

OLD HR RULES	NEW HR RULES
1. HR Department focuses on process design and harmonization to create standard HR practice.	1. HR department focuses on optimizing employers' productivity, teamwork, engagement, and career growth.
2. HR selects a cloud-based vendor and implements out-of-the-box practices to create scale.	2. HR builds innovative, company-specific programs, and leverages the platform for scale.
3. HR centre of excellence focus on process design and process excellence.	3. HR centre focuses on excellence leverage, AI, Chat, APPS, and other advanced technology.
4. HR focuses on self-service as way to scale service and support.	4. HR focuses on enablement to help people to get work done in more effective way.
5. HR programs are designed for scale and consistency around the world.	5. HR programs target employees' segments, personae, and specific groups [10][11][12].

4. CONCLUSIONS

The digitalization of Human Resource Management (HRM) is considered to be the basic need of any business organization today. There are many organizations that have a long way to go before they are able to adopt the new technology for digitalization. Digital HRM maintains a strong relationship between management and employees. The present study has highlighted the importance of digital HRM: it enhances the recruitment process by employing more specialists to create applications and thus leads to self-development. In other words, companies would hire a number of IT and data analysis specialists who produce software to improve productivity in every department of the company. The scenario presented earlier is living proof that multinational companies change their HR strategy and their progress is faster than ever.

As a main conclusion, the use of digital Human Resources through social media, internet, AI and other organizational technologies can maintain or improve the recruitment process and improve the standards regarding the employees.

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