

# Preface

The post-pandemic era has created significant disruptions to the human resources management function, exacerbating existing challenges such as talent shortages and growing skills gaps in a rapidly ageing global population. As a result, effectively managing employee engagement and productivity in a multigenerational workforce has become more challenging than ever in the past. This phenomenon is especially true in the advanced economies of the world such as those found in East Asia, North America, and western Europe. To help rectify this situation, we have developed this publication for scholars and practitioners alike to offer a contemporary resource that addresses the current challenges faced by businesses and organizations in an era of continued global hypercompetition.

Chapter 1 delves into the comprehensive examination of upskilling and motivating a multigenerational workforce in the post-pandemic era, marked by remote work and increased technology adoption. It underscores the importance of comprehending the unique values and work habits exhibited by diverse generational cohorts, presenting a comparative analysis of each generation's characteristics. The chapter also examines the far-reaching effects of the pandemic on remote work and emphasizes the necessity for customized training programs to cater to different segments of the workforce. Furthermore, it explores the integration of technology in human resource management (HRM) and delves into the ethical implications arising from AI and machine learning. Lastly, the chapter underscores the significance of managing employee well-being, particularly within the pandemic context, and proposes strategies to foster physical and psychological health. Ultimately, the chapter establishes a foundation for further exploration of employee motivation and how to use HRM practices in the new era.

Chapter 2 provides a better understanding of talent management-employee engagement links and investigates the impact of talent management practices on employee engagement in different work organisations, especially in the oil and gas sector. To achieve the objectives of this research a literature review was conducted to provide a better understanding of the two concepts and to identify the main talent management factors that affect employee engagement. Besides discussing the various theoretical backgrounds of both talent management and employee engagement, this chapter also include an application case that practically tested the links between the two constructs.

Chapter 3 explores the concept of employee empowerment through career development practises and programs. The ongoing Great Resignation, which is characterised by a significant spike in voluntary employee departures, has revealed new challenges for organisations in retaining and developing talent. Even more of an influence has been made by the COVID-19 pandemic, which prompted people to reconsider their career paths and search for more fulfilling employment alternatives. The Great Resignation following COVID-19 was mostly caused by the shift to remote employment according to Shukla (2022). Organisations may mitigate the effects of the Great Resignation by supporting employees' professional progress and increasing workplace satisfaction, engagement, and loyalty.

Chapter 4 investigates the importance of understanding and effectively managing Human Resource Management (HRM) practices in both domestic and international contexts. As organizations expand their operations globally, they face unique challenges and opportunities related to HRM strategies, policies, and practices. This study aims to provide a comparative analysis of domestic and international HRM, examining the significance of these two contexts and shedding light on the similarities and differences between them. The research methodology employed in this study combines a thorough literature review and in-depth case study analysis. The findings of this research will contribute to the HRM literature by providing a comparative perspective on domestic and international HRM practices. The insights gained will assist organizations operating in both domestic and international markets in understanding the intricacies and complexities of managing human resources across different settings.

Chapter 5 guides the reader in understanding the integral aspect of work to one's existence by exploring different theories in vocational development as an investigative assessment of work options. It explores the idea of choice within the world of work and analyzes group behavior. The ramifications of the COVID-19 pandemic have had a profound effect on the world of work and on individual workers. The chapter presents practical applications to help scholar-practitioners understand the topic's broader external structures and means to adopt a more transdisciplinary approach to employee retention, engagement, and productivity. The National Career Development Guideline (NCDG) framework established the categories for career development into self-knowledge, educational and occupational lifelong learning, and (NCDA, 2023). With an appreciation of this framework, this chapter explores different groups and the new world of work. This approach will help the reader move from general abstract principles to a socially situated knowledge base.

Chapter 6 demonstrates that a dynamic employment landscape, the classic determinants of job contentment, and workforce engagement have become outdated. Contemporary employee expectations are shaped by significant societal transformations since World War II, the influence of Generation Z, and the indelible mark left by the COVID-19 pandemic on remote working conditions. Using Maslow's hierarchy of needs as a framework, this chapter delves deep into the evolving prerequisites of the modern-day workforce. Priorities have gradually shifted from basic security and stability concerns, synonymous with post-WWII sentiments, to an emphasis on advanced needs like belonging, esteem, and self-realization. The pressing need for adaptability in Human Resource Management (HRM) strategies is highlighted and supported by research including 640 companies from Germany and Switzerland, emphasizing a more personalized approach attuned to individual employee needs amidst overarching societal changes.

Chapter 7 involves discovering and understanding how a typical South African organization uses e-HRM as an enabler for HR to be a strategic partner. Information Technology (I/T) has become a daily part of everyone's lives, and organizations have adopted I/T for its supposed benefits and transformed the way they conduct business. Human resource management (HRM) is not exempt from changes brought by the adoption of technology within organizations. The intersection between HRM and IT is often referred to as e-HRM. E-HRM is essential for organizations because of its encouraging effect on staff productivity. Organizations in South Africa have adopted e-HRM to better manage their HR processes and activities, however not much is known about their capabilities once adopted and are in use. The TOE framework underpins this study. Data was collected using open-ended semi structured interviews from HR personnel as e-HRM has the capability to handle complex environments with differentiated contracts. The study concludes that the environment plays a huge role on what happens to e-HRM in an organization.

## **Preface**

Chapter 8 probes Human resource management (HRM) in an aging society which presents unique issues for organizations. This chapter examines some of the most significant ones, such as labor shortages, skill gaps, and managing a workforce that spans generations. The global trend toward remote work, the increased emphasis on diversity, equity, and inclusion (DEI), and the need to keep employees engaged despite change all add layers of complexity to these problems. It continues to explore unique HRM techniques to address these issues, with a particular emphasis on reimagining the work-life balance and building resilient organizational cultures. The chapter also emphasizes the novel chances that arose, giving readers crucial insights into the developing HRM scene in China.

Chapter 9 uncovers how organizational culture in a typical South African organization has been transformed by the pandemic and how these changes influence the organization overall. The ongoing COVID-19 pandemic has disrupted personal, societal, and professional lives in a variety of ways. Disruptions include changes in work settings such as moving from physically collocated workplaces to remote settings, this change was enabled by advanced information and communication technologies (ICTs). This was to slow down the spread of the virus when the pandemic started. This sudden disruption affected the organizational culture and changed the way people do things in an era of global hypercompetition.

Chapter 10 defines and sets in context the digital transformation process and how it affects the development of companies, the appearance of digital leadership, and the characteristics predominantly recognized in this new type of leadership. A qualitative methodology was employed to understand the triangular alignment and involvement, composed of organization, digital transformation, and leadership. The authors verify there are different top leaders in the most diverse areas of activity and that there are indeed substantial changes in the leadership process. It allowed the identification of a set of characteristics, mainly from the communicational point of view, which is essential for the effective pursuit of the objectives of both the different work teams and the organizations themselves.

Chapter 11 analyzes the recovery of the labor conditions in Indonesia in the post-pandemic era. The Covid-19 pandemic has had various impacts on the employment sector in Indonesia, such as the loss of millions of jobs, reduced working hours, termination of employment, increased unemployment and decreased income. Recovery from the impact of Covid-19 on employment is an important issue that needs attention. The data used for the analysis was the World Bank survey data “High-Frequency Monitoring of COVID-19 Impacts 2020-2022”, which was conducted in May 2020, March 2021 and April 2022. The data was analyzed using descriptive analysis. The results of the analysis show that the condition of the workforce has started to recover after collapsing during Covid-19. This can be seen from the decrease in the number of layoffs due to Covid-19. The labor wage conditions have also improved from May 2020 to April 2022. However, the increasing number of workers in the informal sector demonstrates that while the condition has improved, it has not yet fully recovered.

Chapter 12 focuses on the issues that women are facing in reconciling their obligations to their families and professional ambitions within an atmosphere of gender equality and sustainability. The authors review the extant literature, examine the impact of the COVID-19 pandemic on women’s psychological health, and illuminate the significance of work-life balance in advancing gender parity and workplace contentment. By studying psychosociological aspects, we can gain insight into how the outbreak has impacted female mothers’ roles and careers. It is important to keep in mind that personal encounters and prospects are molded by socio-cultural frameworks and regulations, which condition how women handle both familial life and job-related matters from a psychosociological point of view. Moreover, the pandemic has highlighted existing gender discrepancies in labor force participation as well as childcare duties.

Chapter 13 researchers how the COVID-19 pandemic has changed the magnitude of experience and perception of work, thus leaving a permanent mark on the fundamental principles of the workplace as information workers still continue to work from home. While the turnover intention of millennials is highest in the Information Technology (I/T) industry, organizations strive to make adjustments to the work order that is supposed to be the new normal. This chapter unfolds the mediating impact of employee engagement on the relationship between workplace spirituality and employee engagement turnover intention of millennials in the post-pandemic era. A cross-sectional study was conducted through an online survey and data were analyzed through the AMOS 20.0 and Hayes Process macro (model 4). To respond to the long-standing problems extended by the pandemic, establishing deep connections with organizational members, and injecting meaning and higher purpose at the workplace may prove to be effective.

Chapter 14 explores the role of perception in recruitment by discussing the perception process, factors that influence perception, and the effects of perception on recruitment. Perception is a crucial factor in recruitment processes that can significantly impact candidate selection, interviewer biases, and the recruitment experience. It offers strategies for overcoming biases and improving perception in recruitment practices, such as training and education, structured interviews, transparent communication, and positive candidate experience. By understanding the impact of perception on recruitment, recruiters and human resource professionals can design effective recruitment processes that attract suitable candidates and promote a diverse and inclusive workforce. Recognizing the role of perception has broader implications for organizations, as it can foster a culture of inclusivity where individuals feel valued, respected, and supported. This chapter provides insights into how perception affects recruitment and offers practical strategies for improving recruitment practices.

Chapter 15 investigates the power of diversity and how it can benefit individuals, organizations, and society. Diversity is a fundamental aspect of our world, encompassing differences in race, ethnicity, gender, sexuality, age, ability, religion, and culture. Understanding and embracing diversity is critical for building inclusive environments and fostering healthy relationships in our personal and professional lives. Different forms of diversity and their intersections, the benefits of diversity, and the importance of overcoming biases and building inclusive environments are discussed. The critical role of leadership in promoting diversity and inclusion and providing practical strategies for embracing diversity and creating positive change in our communities and workplaces is examined. By the end of this chapter, readers will have a deeper understanding of diversity and its significance and gain insights and practical strategies for promoting inclusivity and creating positive change.

Chapter 16 describes the health habits developed during quarantine periods under the work-from-home modality. It also seeks to establish the relationships between these habits and perceived productivity, and to identify preferences for returning to the workplace based on productivity in a sample of 588 workers from Colombia. Working from home was seen as one of the most convenient options to respond to productivity needs during the COVID-19 pandemic, but this type of work caused significant social and organizational changes, which demanded employees' adaptation to new working conditions. The results indicated that approximately half of the participants reported a perception of lower productivity, and the most prominent habit associated with perceived productivity was exercising. The relationship between productivity and the preference for returning to the workplace showed those who reported higher productivity preferences favored a hybrid work model, while those perceiving lower productivity preferred a return to in-person work.

## ***Preface***

Chapter 17 shows how the use of Information Technologies (I/T) in Strategic Human Resource Management (SHRM) has become increasingly prevalent in modern organizations. This study aims to explore the integration of I/T into HR functions and its impact on strategic HR practices. The abstract will examine the various applications of IT in areas such as talent acquisition, performance management, employee engagement, learning and development, and HR analytics. Furthermore, this research will highlight the role of IT in supporting HR leaders in their strategic decision-making process and aligning HR strategies with organizational goals. By analyzing real-world examples and case studies, this abstract will provide insights into successful IT implementations in SHRM and identify best practices for organizations looking to leverage technology to optimize their HR functions. The findings of this study aim to contribute to the growing body of knowledge on the effective utilization of IT in strategic HR management and provide practical recommendations for HR professionals and organizational leaders.

Chapter 18 analyzes unhappiness at work in an era in which employees across the globe are publicly demonstrating that they are not happy with their positions, with their leaders and managers, the type of job they perform, or certain work-dependent conditions. The main ideas that explain why employees are not finding joy and happiness at work are described. Job unhappiness is the most common term that is used to describe the phenomenon in which people start rethinking their jobs. Through a literature review, different perspectives about unhappiness at work were collected to present a general overview of what this phenomenon means and the characteristics of employees who are no longer engaged in their jobs.

Chapter 19 examines how the importance of remote working has increased in recent years and organizations have started to provide this opportunity to their employees as an option. It is seen that the new generation of employees in particular prefers to work remotely. The pandemic has accelerated the regulations regarding flexible working models in the organizations and change the transition to home/remote working practices all over the world, the business models that will continue after the pandemic, and the concept of working life. This study aims to reveal the effect of this transformation and examine new working models that will enrich this process in various aspects. This study will be a guide for the HR managers and top managers of organizations to see the effects of remote work on the workforce.

We trust the above chapters will prompt additional research into employee engagement and productivity in a post-pandemic, multigenerational workforce.

*Angela M. Even*  
*Purdue University, USA*

*Bryan Christiansen*  
*Southern New Hampshire University, USA*