

The aspects of HR – Forthcoming

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Abstract: *The HR department is currently addressing the following issues: What ways can HR anticipate the future? What HR skills will be required? Which aspects ought to be prioritized? The path forward might begin with providing HR managers with the training they need to acquire the necessary skills and gain insight. It is essential to shed light on HR competencies, future workspace, engagement, employment relations, and resilience in order to progress toward a new understanding of workforce management within organizations. Despite the fact that engagement and employment relations are out of date, they will still be important in the future, particularly in light of the man-machine connection, remote working, and other issues that will arise in the workplace of the future. It is important to rebalance priorities and rethink HR so that resilience becomes as crucial to strategic thinking as cost and efficiency. In order to adequately prepare for the workplace of the future, HR must transcend the here and now.*

Keywords: *HR competencies, future workspace, engagement, employment relations, resilience.*

1. INTRODUCTION :

The job of the HR proficient has changed decisively alongside the labor force furthermore, economy, and that advancement will go on as machines and innovation supplant undertakings once performed by people. In order to deal with a workforce that is becoming more agile and restless, tomorrow's HR leaders will need to be bigger thinkers with a broader perspective [1]. HR leaders should keep up with changes as organizations move into the future and adjust to new realities [2]. This will help them prepare for the workplace of the future. It is essential to shed light on the various HR competencies that will be required in the future, future workspace, engagement, employment relations, and resilience in order to progress toward a new understanding of workforce management within future organizations. Even though engagement and employment relations are out of date, they will still need to be addressed in the future, especially in light of the man-machine connection, remote working, and other challenges of the future workplace. This is something that HR academics, HR leaders, and management should keep in mind. As the workforce and economy have changed, so has the HR manager's role. This change will continue as machines and technology take over tasks once done by humans [2]. Companies must comprehend and prepare for the ways in which new technologies are already transforming workplace relationships. HR can then create a strategy to guarantee that relationships will be shaped and supported in ways that benefit both organizations and employees now and in the future [3]. HR technology must adapt to keep up with the constant change in businesses, including providing employees with more user-friendly and efficient experiences, as business strategies and teams become more flexible. As a result, HR leaders should reevaluate their priorities for 2021 and beyond. Workers should be motivated to communicate, work together, solve problems, increase engagement, and increase productivity in the future workspace. The ramifications for HR is to prepare pioneers to oversee remote groups over an extended time, save the organization culture with a more circulated labor force and connect with laborers in an expense obliged climate. Resilient HR ought to assist with the business transformation, as stated in [4].

2. HR competencies :

According to Schultz [2], HR leaders ought to possess the competencies necessary to be able to make a strategic contribution, engage appropriately, and add value in order to guarantee peaceful employment relations. In addition, Schultz [2] discovered that personal characteristics like self-efficacy, honesty, openness, agility, flexibility, and adaptability, as well as business acumen, analytics, and metrics, are essential. Utilizing HR Analytics to guide all

decisions pertaining to people is an essential future competency [5]. Instead of standardizing HR capabilities, HR needs to start developing core business acumen. HR leaders must have a clear understanding of fundamental business drivers like economic growth, capital markets, shifting customer behavior, competition, and global business trends [6]. McCartney and co. [7] found that HR analysts need to have six different skills, including consulting, technical knowledge, data fluency, data analysis, HR and business acumen, research and discovery, storytelling, and communication.

Researchers have renewed their interest in the topic of the development of communicative competencies in light of the emergence of new communication platforms and digital tools [8]. To help keep leadership informed of employee concerns, HR should encourage open dialogue and establish direct communication channels between all levels of an organization [9].

Foresight and adaptability are essential HR competencies, according to Schultz [10]. Analytics focuses on the combination of metrics-related data, whereas numerical data, such as metrics, focuses on outputs [11]. HR leaders must be able to meet the current and future requirements of line management in the workplace in order to compete [12]. HR leaders must understand how analytics and automation can increase productivity and decision-making in order to ensure successful human and machine collaboration [13]. HR technology's current explosion is far from over. In contrast, an impressive array of software and tools designed to automate and digitize HR processes can be found in virtually every HR function today. HR and learning groups will need to develop increasingly adaptable and efficient reskilling strategies for employees as automation and digitalization continue to reshape job roles and skill requirements [14].

HR can navigate this new landscape by utilizing technological advancements, most notably AI and big data to create strategic value creation opportunities [15]. Therefore, HR's value addition to business outcomes will be significantly differentiated by technological agility [5]. AI and other technological advancements may soon have a more significant and revolutionary effect on workforce management and the business environment. As a result of the fact that the world is still in the early stages of the Fourth Industrial Revolution, numerous areas continue to be erratic and beyond control. HR careers will not be successful solely on the basis of functional HR competencies. In order to accelerate career advancement and career opportunities in HR, specialist skills will be required [5]. Capabilities that are focused on the future will gain prominence within the overall HR skill sets. HR professionals are being freed up to do more strategic work as a result of functional changes in HR operations. New positions like workforce analytics professional, robot trainer, virtual culture architect, data, talent, and AI integrator, and cyber ecosystem designer are also being created as a result of this [15].

Functional suggestions to further develop HR skills:

- The inquiry emerges: Is HR transparent in how they communicate? Criticism from internal and outside clients through meetings, studies and other important techniques will increase the value of guarantee open correspondence of HR on different stages.
- To grow as a person, one must reflect on their own self-efficacy, honesty, openness, agility, flexibility, and adaptability as well as receive feedback from peers, superiors, and subordinates.
- HR business leaders and academics must acquire knowledge of business operations and functions, comprehend how HRM practices contribute to core business functions, and comprehend the organization's external environment in order to be well-developed in terms of business acumen.
- In order to fully understand and apply this competency, courses and training in HR analytics must be successfully completed.
- Leaders in HR need to get the software and tools they need to make sure that their employees can successfully meet the needs of both internal and external clients.
- In order to be ready for remote working, AI, career growth, and other challenges in the future workplace, HR leaders, practitioners, and academics must ensure that they are able to use all relevant technology and are technologically agile.

3. Future workspace :

The workplace of today is almost identical to that of ten years ago. Remote working has taken the place of the 9-to-5 job, and flexible, multipurpose spaces have replaced rigid desk banks and corner offices. The literature on corporate business has recently emphasized the significance of workspace design and spatial features, but there is still a limited amount of literature on this subject available from peer-reviewed journals [12]. In the not-too-distant future, a growing number of employees will be able to work from home and will become increasingly dependent on a digital workplace that meets their requirements. This is abundantly clear from the current health crisis. Restoring hierarchical culture will turn into a first concern for HR divisions as associations look to take on additional adaptable working game plans. Before COVID, many businesses made use of conference rooms, lunchrooms, and office collaboration areas to

encourage organic conversations between titles and departments. Organizations are presently finding virtual associate connections are beginning to captivate into normal jobs and areas [16]. It is likely that hybrid working models, which take advantage of the advantages of both office and remote work, will see a significant shift [9]. Managers and HR leaders alike ought to constantly plan and shape ways in which their organization can enhance future workspaces in a way that is advantageous to both the business and its employees [17]. The future work area ought to help coordinated working of representatives and administrator [18]. De [19] emphasizes the significance of involving end users in workspace planning and design. Progression in future work area, innovation, mechanical technology and man-made brainpower (artificial intelligence) recommends new work plan. To maximize the potential value created by humans and machines, programs for skilling up for new jobs and developing interfaces between humans and machines need to be quick, adaptable, and tailored [20]. HR managers should involve line management as well as other stakeholders like IT and other relevant staff members when planning the future workspace [21]. Workspaces include an employee's home, office, and a third location like a coffee shop [22]. According to De Paoli and Ropo [19], it is essential to plan workspaces creatively. Agile is all about creativity [23]. Agile is a working framework and mentality that aids in adapting to shifting requirements.

The idea of agile working centers on giving employees the freedom to work when, where, and how they want to ensure that they perform at their best. It is essential that businesses make a conscious effort to preserve their core values and place an emphasis on creating a workplace that places people at the center of every decision as they look to accelerate the pace of remote working in the near future [9]. Leaders and managers must decide how to monitor and measure productivity with less visibility on employees. Due to the rise of remote work in many businesses, HR leaders must re-evaluate and adjust performance metrics [16]. HR and management appear to be facing new challenges as a result of the new workspaces.

Practical suggestions for enhancing the workspace in the future:

- In the past, HR was not always involved in workspace planning, but in the workplace of the future, HR leaders will be required to do so.
- HR should discuss this new challenge with top management, line management, and employees to raise awareness of their future role in workspace planning.
- This new challenge requires the necessary attention.
- Workplace thinking as we know it will be challenged, and HR should be a catalyst for change in this regard.
- Leaders in HR need to start learning more about workspaces in order to best accommodate future work.

4. Engagement :

Humans have a fundamental need for connection and belonging. This is a fact that will be even more true in the workplace of the future because of challenges with technology and man-machine interaction. Our health, adaptability, and overall well-being can be negatively impacted by a lack of interpersonal relationships. These facts are applicable to the workplace. Representatives need and need to construct connections at work. Employee engagement and performance are boosted by personal connections with managers, leaders, coworkers, and customers [24]. According to Gallup [25], "those who are involved in, enthusiastic about, and committed to their work and workplace" are examples of engaged workers. Over the past ten years, workplace engagement has changed a lot. Many of the benefits that were once thought to be benefits, like the ability to work from home and flexible hours, are now expected in the workplace [26]. To increase overall performance, HR leaders should collaborate with the line manager [27]. In addition to playing a crucial role in growth and sustainability, employee engagement can be an essential tool in assisting businesses in rapidly responding to shifting business environments [28]. Horrendous mishaps like the Coronavirus pandemic has shown us the significance of embracing our humankind, including the requirement for sympathy in the working environment. As a result, it is essential to acknowledge that we all face challenges, some of which are universal and some of which are individual [29]. Cleveland and others [30] discovered that respect for humanity at work and advocacy for employees and their communities result from the importance of infusing HR with a psychological concern for human dignity. According to Schultz [10], meaningful engagement is more important than just engaging for the sake of engaging. This is because managers and HR leaders will have to invest in people and help them find their purpose and make a difference in the workplace of the future [10]. For the sake of ensuring productivity in the workplace of the future, this is of the utmost importance. The majority of businesses still use traditional survey methods to measure and track employee engagement on an annual or longer basis [31].

Employee engagement cannot be fueled solely by technology. Culture can't thrive in a secure environment thanks to technology. It also facilitates communication, collaboration, and support connection [33]. Therefore, it is the responsibility of the HR leader to encourage engagement and provide management with support in order to guarantee appropriate engagement. You need to align around a common, unified vision that clearly explains the problem and the way you want to solve it in order to create a more engaged, worker-focused organization [33]. Employees will expect a

truly personalized employee journey, from the first point of contact to their continued employment [28], and it appears that engagement may give way to experience.

In order to maintain and encourage employee participation in the development of the organization's desired digital culture, Dash [5] suggests conducting ongoing employee surveys. According to PWC [9], focusing on employee engagement through pulse and satisfaction surveys is a great way to gauge employees' experiences and ideas, as well as get their recommendations on how to transition to the new normal in the most effective manner. According to PWC [9], implementing diversity, equality, and inclusion policies and programs will also help support the culture of the organization and create an atmosphere that fosters trust, unity, empathy, and engagement. Employee experience, or the journey an employee takes within an organization, will eventually replace engagement, which measures passion, commitment, and effort [6].

Practical suggestions for increasing engagement:

- HR scholars and leaders appear to believe that engagement is out of date and will not require attention in the future. It is abundantly clear from the preceding literature review that engagement will be an ongoing practice in the workplace of the future.
- This ongoing practice is necessary to meet a number of human needs, including support, trust, and well-being in light of upcoming personal and professional challenges.
- Unfortunately, engagement takes time, so deliberate planning is required to ensure ongoing informal and formal meetings and discussions with management, employees, and other relevant stakeholders.

5. Relations between employers and employees :

One of the most pressing concerns is how current relationships will change as technology continues to enter the workplace. As workplace robots, automation, and artificial intelligence become more common, how will relationships change? What do employees think of these changes? There are concerns about how automation, robots, and artificial intelligence (AI) will affect work and employment relations [3], despite the fact that workers may have a positive attitude toward technology in the workplace. What happens to workers' jobs and experiences in flexible employment relationships (like temporary agency work and other forms of subcontracted labor, as well as new forms of work like the gig economy) has received less attention [34]. Work-on-demand workers, who complete and deliver tasks offline, are classified as location-dependent (although the work is not inevitably performed on-site and thus still demonstrates location flexibility) and crowd workers, who complete and deliver tasks online and are location independent [34].

New types of work that significantly deviate from the traditional employment relationship have emerged as a result of digital transformation and the company's reorganization [35]. The fourth modern transformation doesn't just carry change to future universe of work yet such change accompanies critical dangers and open doors to the connection between business relations partners [36]. To ensure harmony and productivity, employment relations is a dynamic field that requires constant attention [12]. When employees, employers, and representatives of trade unions or other employee organizations collaborate in a trusting relationship, issues can be discussed and resolved before they become issues, and productivity and profitability can rise, resulting in greater rewards for the workforce [37]. Partnership is the key to this advantage, and this partnership can be a positive force for coming up with new ideas, reacting quickly, and making the most of the workforce's and management's skills and knowledge [37]. How laborers participate in new types of work relations can be very challenging for bosses [38]. Briken [39] raise the concern that the digitalization of workplaces may alter employee-employer relationships. HR will need to assist in determining which organizational tasks can be automated and then retrain those whose jobs are affected [1]. Workplace relations may be impacted by this. Trustworthy relationships are essential to any business's success. However, at least as of the beginning of this year, many workplaces do not offer the traditional methods of building and maintaining networks, such as coffee meetups, conferences, and others. In less-than-ideal circumstances, HR must assist with adapting to new methods for fostering relationships and building cohesive teams [29].

Practical suggestions for enhancing workplace relationships:

- Similar to engagement, employment relations will still require attention in the future due to a variety of obstacles.
- This HR responsibility needs to be rethought because challenges like digitalization, automation, and gig workers are making employment relations more complicated.
- HR leaders must facilitate mutual trust and productivity between workers, management, trade unions, and other employee representatives. This should be possible by laying out stages where open correspondence between these partners are conceivable and solid.

6. Resilience :

Life is full of adversity and trauma of all kinds. Broken beliefs about oneself, others, and the future are common responses to trauma [40]. To be able to withstand adversity, recover, and develop despite life's ups and downs, HR leaders need to be resilient. Resilience is an essential component for ensuring a successful workplace in the future, according to Schultz [10]. By altering certain thoughts and actions, flexibility, adaptability, and perseverance can assist individuals in utilizing their resilience [41]. Being resilient can also be helped by getting enough sleep, eating well, exercising, and having social support [42]. Human resources (HR) issues have needed to be rethought and improved by management in order to guarantee organizational performance because of the involvement of automation processes and the use of robots in the fourth industrial revolution [43]. Resilience cultivation as a core value and the development of HR procedures that encourage career path shifts, job sculpting, and job crafting opportunities are crucial [5].

The four phases of the Covid-19 pandemic are mentioned in [4]:

- React: determine the situation.
- Answer: help teams or take immediate action to reduce harm.
- Return: return to the workplace or a different setting.
- Convert: adapt work, services, and products for the new world.

Bersin [4] also talks about the Big Reset in human resources, which says that HR needs to shift from being responsive (efficient) to resilient (adaptive). As business techniques keep on advancing, associations should make a purposeful move to focus on flexibility and not simply center around effectiveness if they have any desire to prevail in their vital aspirations [44]. HR that is cross-trained, highly collaborative, distributed, coordinated, and agile is referred to as resilient HR. Hybrid workforce models can save money, drive competitive differentiation, and improve agility and resilience [45]. The deliberate design of hybrid workforce planning allows employees to move between various work sites, including traditional concentrated facilities (offices, factories, retail, etc.) and microsites with small populations. [45]. In such a hybrid workforce, managers will need to have faith in the objectives they have established and in the employees' ability to accomplish those objectives through productive work, regardless of location. On the other hand, when the need arises, employees will need to be adaptable and accustomed to changing workplaces [45]. Coletta [46] accentuates that a shift from dealing with the worker experience to dealing with the life experience of the representatives, representatives' adaptability over "when" they work, recruiting that will be progressively mechanized, emotional well-being support that will turn into the standard, as well as the dispersing of the Coronavirus antibody ought to be tended to as part of future HR. These are clear examples of the significance of resilience in dealing with such a wide range of pressing issues in the future.

Practical suggestions for increasing resilience:

- HR leaders and HR academics will be able to better investigate, prepare, and upskill management, employees, and HR themselves by conducting focus groups and a survey to get a snapshot of the organization's current resilience climate.
- The aforementioned types of investigations are crucial because organizations without resilience will not be able to thrive in the workplace of the future.

As a result, HR leaders must devise a plan or approach that is tailored to the growth of employees', management's, and HR's resilience.

- Training, mentoring, and coaching are examples of effective strategies for increasing resilience.

7. In conclusion :

In order to survive, businesses were quickly compelled to undergo transformation and adaptation to the new normal as a result of the pandemic's impact on the economy. In order to meet a new set of organizational needs, HR must change and evolve across the entire HR lifecycle. The pandemic is not only a crisis for public health; it is also an economic transformation that may alter products, services, customer experiences, and workplace locations. When viewed as a tool to contribute to well-thought-out change, organizational goals, and priorities, new technologies can be of immense assistance. However, that alone will not be sufficient. Resilient HR means that HR leaders and professionals are prepared to quickly facilitate this transformation, not only assisting employees in returning to work but also assisting the business in making the most rapid and beneficial changes. As a result, HR leaders must devise a plan that takes into account employee engagement, resilience, future workspace, and the development of their own HR competencies. The organization's ability to effectively respond to upcoming work challenges and developments will be aided by the strategy's execution. As a result, a variety of possibilities for future research can be identified. To begin, research could be expanded to gain a deeper understanding of HR's future. Second, managers in the public and private sectors'

perspectives on their expectations for HR managers in the future can be examined through case studies. Thirdly, a statistical analysis of the connections between HR competencies, future workspace, engagement, employment relations, and resilience should also be suggested for future research. In conclusion, in order to adequately prepare for the workplace of the future, HR must transcend the here and now.

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