



# **CURRENT TRENDS IN HUMAN RESOURCE MANAGEMENT**

**Dr. Pravin Vitthal Yadav**

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## Foreword

Dear Readers,

Since the early periods of the industrial revolution, technology has witnessed a dramatic progression from primitive steam engines to robotics and AI shaping up present-day shop floors. Albeit, people remain the most critical resource of any organization. The fact that economic efficiency can be achieved only when organizations optimize their human resource was realized long ago. But, how to optimize it continues to be the greatest *Yaksha Prashna*- intriguing the industries, managers, and academicians for a long.

Innumerable books have been written, experiments have been conducted, and research has been undertaken; man's endless pursuit to know the best way to manage his/her fellow beings continues in the realm of Human Resource Management. The book "Current Trends in Human Resource Management is a sincere effort from the author-editor Dr. Pravin V. Yadav to mobilize contemporary trends in HRM driving the industry.

Each chapter of this book seeks to present a critical review of its subject and to provide both practical and theoretical insights.

I am sure, the book would equip the students, teachers, and practicing managers with useful inputs in bringing the best out of human resources.

Wishing you a great reading....



Dr. A. B. Dadas

Director

Neville Wadia Institute of Management Studies & research,  
Pune

## Table of Contents

Sr. No.	Name of the Chapter	Page No.
1	<b>The Great Resignation</b> <i>Dr. Pravin Vitthal Yadav</i>	1-19
2	<b>Role of Technology in Human Resource Management</b> <i>Dr. Pravin Vitthal Yadav</i>	20-27
3	<b>Artificial Intelligence (AI) Powered Recruitment Process</b> <i>Dr. Pravin Vitthal Yadav</i>	28-35
4	<b>Gender Pay Equity</b> <i>Dr. Pravin Vitthal Yadav</i>	36-40
5	<b>Gig Economy</b> <i>Prof. S.S.Khatri</i>	41-50
6	<b>Creating Value-Oriented Performance Management</b> <i>Dr. Abhishek Y. Dikshit</i>	51-94
7	<b>Employee Engagement and Job Satisfaction</b> <i>Dr. Shriram S. Badave</i>	95-103
8	<b>Re-engineering Work Processes to Enhance Productivity</b> <i>Dr. S.V. Khatavkar</i>	104-120



# The Great Resignation

Dr. Pravin Vitthal Yadav

## What is The Great Resignation?

Anthony Klotz, a professor of business administration at Texas A&M University, coined the term in May 2021, attributing the phenomenon to pent-up demand from workers who deferred decisions to quit early in the pandemic [1].

The Great Resignation, also known as the Big Quit and the Great Reshuffle, is an ongoing economic trend in which employees have voluntarily resigned from their jobs *en masse*, beginning in early 2021 in the wake of the COVID-19 pandemic [2].

Many people are leaving their jobs for greener pastures in what is known as the Great Resignation [3]. Employees across multiple sectors came to the realization that they weren't happy with their jobs during the pandemic. People weren't satisfied with their work environment, the industry they were in or their work-life balance and left their jobs.

The *Great Resignation* is an informal name for the widespread trend of a significant number of workers leaving their jobs during the COVID-19 pandemic. It's sometimes also called the *Big Quit* [4].

9	<b>Workforce Diversity: A Conceptual Study</b> <i>Sonia, Research Scholar Haryana School of Business, Haryana</i>	121-132
10	<b>Human Resource Planning</b> <i>Dr. Pravin Vitthal Yadav</i>	133-147
11	<b>Work-Life Balance</b> <i>Dr. Pravin Vitthal Yadav</i>	148-160
12	<b>Quality of Life</b> <i>Dr. Pravin Vitthal Yadav</i>	161-169
13	<b>Understanding and Developing Organizational Culture</b> <i>Dr. Shriram S. Badave</i>	170-186
14	<b>Toxic Work Environment</b> <i>Dr. Pravin Vitthal Yadav</i>	187-197

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Example: The Great Resignation has resulted in uncertainty at many companies, which have had to alter their methods for recruiting and maintaining employees.

### Origin of The Great Resignation-

In 2021, more than 47 million Americans quit their jobs, according to the Bureau of Labour Statistics - the most resignations on record. As resignation rates continue to set records in early 2022, with over 4.5 million Americans quitting in March, many are wondering if there is a shift in the way Americans are viewing work in what has been since deemed by some as "The Great Resignation."

Desmond Dickerson, the Director of Future of Work Marketing at Microsoft, describes himself as a futurist. He said that pandemic remote work was just a "kickstart" to The Great Resignation.

A record number of workers did quit their jobs in 2021, it's true. However, if you consider that number in the context of total employment during the past dozen years, as illustrated in Figure 1, you can see that what we are living through is not just short-term turbulence provoked by the pandemic but rather the continuation of a long-term trend.



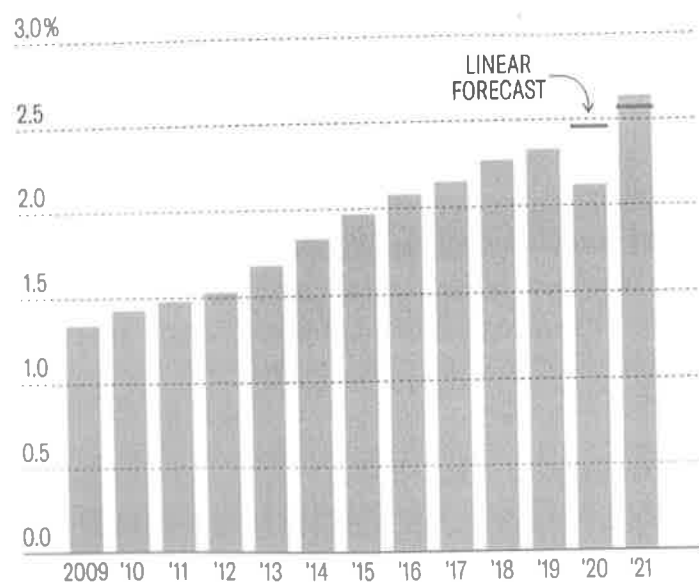
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## Average Monthly Quit Data

Data on total employment from 2009 through 2019 reveals that the Great Resignation is not a pandemic-driven anomaly.

### Share of workers voluntarily leaving jobs



Source: Bureau of Labor Statistics, author's calculations

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The figure — and the numbers — tell a clear story. From 2009 to 2019, the average monthly quit rate increased by 0.10 percentage points each year. Then, in 2020, because of the uncertainty brought on by the Covid-19 pandemic, the resignation rate slowed as workers held on to their jobs in greater numbers. That pause was short-lived. In 2021, as stimulus checks were sent out and

some of the uncertainty abated, a record number of workers quit their jobs, creating the so-called Great Resignation. But that number included many workers who might otherwise have quit in 2020 had there been no pandemic. We're now back in line with the pre-pandemic trend, which is one that American employers are likely to be contending with for years to come [5].

In late 2020, Anthony Klotz, an associate professor of business at Texas A&M, said he saw The Great Resignation coming. During the pandemic, he says he noticed four signals: a backlog of resignations, widespread burnout, people re-evaluating their relationship with work and, finally, the opportunity of remote work.

"Once the threat of the pandemic started to lift, it made sense to me that many of these individuals would enact their plans to quit their jobs... People re-evaluating what work meant to them," said Klotz. "It seemed like there was a big disconnect there between what employees, what workers wanted and what organizational leaders were hoping would happen coming out of the pandemic."

Dickerson said that the shift in mentality is evident in new job postings.

"Throughout the pandemic, we've seen remote work go from the margins into the mainstream, and the data on LinkedIn is showing us that one in seven jobs that are being posted right now have a remote or hybrid work component," said Dickerson. "In March of 2020, that number was 1 in 67."

While some are able to work from home, frontline workers continued to work in-person during the pandemic in order to keep

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demic in order to keep

grocery stores, restaurants and hospitals running. Overall  
frontline work pays less than the remote jobs from home and  
many frontline workers became fed-up because they felt like they  
were being unfairly treated, said Klotz.

"It's really interesting for the individuals who have in-person  
work that are not able to switch to remote work," said Klotz. "I  
think those individuals felt especially unfairly treated by the  
pandemic because not only did they have to work in-person, but  
they also saw another half of the population who are working  
remotely."

From 1980 to 2019, according to the Economic Policy Institute,  
there has been a continual increase in pay rates of high earners,  
graduates and professionals but low earners remained flat.

Nicholas Bloom, an Economics professor at Stanford University,  
said that the job market has now shifted and front line workers  
have more of a say.

"For the first time, maybe in decades, [historically low earners]  
can say, 'Look, I can quit my job easily, find another job and get  
a pay increase at the same time,'" said Bloom. "And in fact, that's  
why they're quitting. People aren't quitting, mainly because  
they're dissatisfied with their current jobs, they're generally  
quitting to get another job."

Bloom said that the flexibility of finding a new job also applies  
to remote workers and employers are adding permanent remote  
work or hybrid options to hire and retain talent.

"Nobody I talk to is thinking of going back. I'm not aware of anyone who successfully got professionals back five days a week. I just don't think it will happen," said Bloom.

According to Microsoft's Work Trend Index, 53% of people surveyed said that they are putting more focus on their own mental health and wellbeing.

Dickerson said remote work has allowed people to do so.

"Organizations and leaders need to be very intentional about how they're building this new future of work," said Dickerson.

Before the pandemic, it was assumed that remote work would lead to unproductive results, but since then critics have been proven wrong, according to Klotz. The tricky thing is that although people can still be productive from home, some companies can still argue the value of face-to-face interactions.

"We're in a bit of a golden age of business experimentation," said Klotz. "The exciting thing is that the nine-to-five work week is not going to be replaced by some other single type of work arrangement. What it's being replaced by is an almost infinite number of work arrangements."

As people begin to adjust to things like hybrid schedules - a mix between in-person and remote work - the pandemic has opened the door to a massive shift in how companies work with their people as individuals.

"I'm regularly cautioning companies to avoid making decisions just among senior executives," said Bloom. "We see quite large

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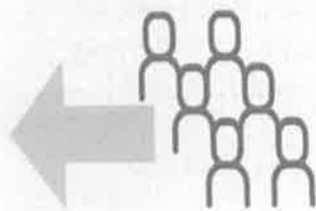
variations in how much people want to work from home, by age,  
by gender, whether they have kids, by race, by commute, time, by  
disability status."

Klotz said he believes that even before "The Great Resignation,"  
a conversation of work-life balance was already happening just  
below the surface.

"It gives us this opportunity to really question the fundamental  
way that we were working with employees in 2019 and say, 'How  
do we fix this to hopefully lower these turnover rates back down  
to where they were maybe 10 years ago or so?'" said Klotz [6].

#### Great Resignation Statistics-

A total of 48 million people quit their jobs in 2021. In the last half  
of 2021, 25.6 million people "quit" their jobs—quits are generally  
voluntary separations initiated by an employee. As of March  
2022, 8.6 million people quit their jobs this year [7].



**48 million people  
quit their jobs  
in 2021**

How many people quit their jobs last month?

4.35 million people quit their jobs last month (February 2022) [8]

### Job Quits

- July 2021: 4,028,000
- August 2021: 4,270,000
- September 2021: 4,362,000
- October 2021: 4,157,000
- November 2021: 4,500,000
- December 2021: 4,300,000
- January 2022: 4,032,000
- February 2022: 4,352,000 (preliminary)

Top Industries Experiencing the Most Resignations in 2022

Which industries are most affected by the Great Resignation?  
Find the answer below.

### By Numbers

- Trade, transportation, and utilities: 2,052,000
- Leisure and hospitality: 1,716,000
- Accommodation and food services: 1,577,000
- Retail trade: 1,468,000
- Professional and business services: 1,415,000

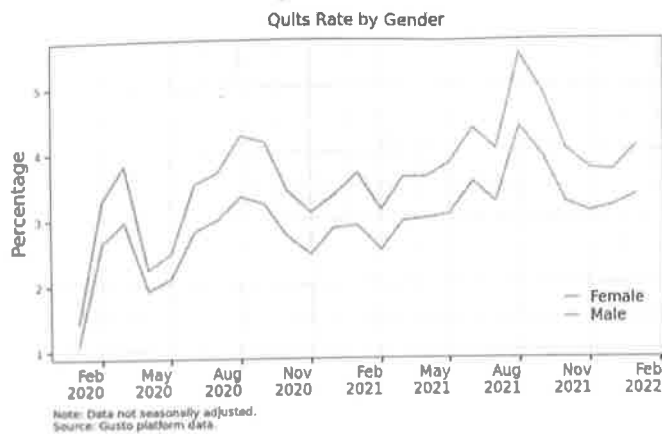
### By Percentage

- Accommodation and food services: 6%
- Leisure and hospitality: 5.6%



- Retail trade: 4.7%
- Trade, transportation, and utilities: 3.6%
- Professional and business services: 3.2%

By Gender-



Here is what we were able to find:

#### August 2021

- Women – 5.5%
- Men – 4.4%

#### January 2022

- Women – 4.09%
- Men – 3.36%

Quits by men and women both hit their highest points in August 2021. The trend continues upward for both genders month-over-month and year-over-year [9].

### **Causes of quitting the jobs-**

According to the report, although there has been much media attention put on employees' dissatisfaction with their wages, compensation "ranks 16th among all topics in terms of predicting employee turnover. This result is consistent with a large body of evidence that pay has only a moderate impact on employee turnover.[10]"

Instead, workers are frustrated by broader issues, relating to the culture and to the decision-making or priorities of management. Here are the top 5 indicators of high turnover in an organization.

#### **1. Toxic corporate culture-**

This, the report states, is "by far" the strongest predictor of attrition—up to ten times higher than dissatisfaction with pay. According to the report, "The leading elements contributing to toxic cultures include failure to promote diversity, equity, and inclusion; workers feeling disrespected; and unethical behaviour."

#### **2. Job insecurity and reorganization-**

Employees are less inclined to stay through rough patches or even through good times if they feel low levels of job security. A history of restructurings or layoffs when business is not going

highest points in August, well does not build assurance in employees that they are safe in their jobs, which, no surprise, leads them to look elsewhere.

### **3. High levels of innovation-**

This one may take you by surprise. Isn't innovation a good thing? Don't employees want to be ever-learning, ever-curious, ever-innovating? It might be puzzling, but according to the report's authors, "we found that the more positively employees talked about innovation at their company, the more likely they were to quit. The attrition rates of the three most innovative Culture 500 companies — Nvidia, Tesla, and SpaceX — are three standard deviations higher than those in their respective industries."

issues, relating to the priorities of management, over in an organization.

What it comes down to is, despite innovation being exciting, it's also quite stressful, and can knock work/life balance off to the point of a burnout.

### **4. Failure to recognize performance-**

strongest predictor of satisfaction with pay, elements contributing to diversity, equity, and ted; and unethical

The report is clear: "Employees are more likely to leave companies that fail to distinguish between high performers and laggards when it comes to recognition and rewards. Companies that fail to recognize and reward strong performers have higher rates of attrition, and the same is true for employers that tolerate underperformance."

rough patches or even ls of job security. A business is not going

The emphasis here is not on monetary compensation, but rather simple recognition. It is a lack or undeserved presentation leads to resentment, which leads to resignation.

### **5. Poor response to COVID-19-**

Companies had a lot of choices to make when it came to responding to the COVID-19 pandemic. Companies that failed to prioritize their employee's health and well-being saw higher rates of attrition.

#### **6. Employees Seek Better Opportunities-**

More employees are quitting their current jobs in search of better job opportunities, not just in terms of salary but also with respect to new challenges. Most job seekers are looking for new challenges due to exhaustion and stagnancy as a result of following a similar working pattern on a daily basis, especially in a work from home setup. Another reason that fuelled resignations is also the desire among people to move to more stable jobs [11].

Other reasons that led to the Great Resignation are:

1. Work-related stress like job burnout
2. The desire for a more stable income source
3. Lack of learning and development opportunities
4. Increase in demand for flexible, freelance, and work-from-home jobs
5. Work-life balance over competitive salary
6. Toxic work culture
7. Need to control work dynamics (Employees want more control over their work dynamics)

#### **Great Resignation affect India?**

The impact of Great Resignation went beyond the USA and soon found its way to India.

when it came to Anyone who was a part of the Indian workforce in 2021 would  
panies that failed to have experienced (or know someone who experienced) a  
g saw higher rates shocking shift in the corporate culture.

in search of better With frozen hiring processes, the chances of finding new job  
t also with respect opportunities were scant, and slashed salaries, increased work  
looking for new hours, restricted leaves, and other factors led to the Great  
y as a result of Resignation in India.

asis, especially in From opening food stalls after losing their jobs to quitting jobs to  
elled resignations maintain social distance during the pandemic, many employees  
e stable jobs [11]. left the workforce for good. Others developed new skills and  
switched careers.

are: The trend of switching careers is so prevalent that the Great  
Resignation in India is also called the Great Reshuffle, as many  
working professionals explore career shifts rather than dropping  
out of the workforce.

ce After going through two major COVID-19 waves, the Indian job  
tunities market is finally seeing some stability, but the impact of the Great  
ance, and work- Resignation is still visible.

y A report by Michael Page India suggests that 86% of Indian  
Employees May Resign In the next 6 months, while 61% of  
Employees are Willing To Accept Salary Cuts For Work From  
Home [12].

e USA and soon Another significant change caused by the Great Resignation is the  
shift in job seekers' priorities.

Previously, a competitive salary was a good motivator for people seeking a job change. However, this has changed during the pandemic as people prioritize well-being and work-life balance.

The demand for work-from-home opportunities remains at an all-time high as Indian professionals seek work-life balance over attractive salaries.

Job seekers in post-pandemic India are seeking opportunities with companies that offer flexible work schedules, learning, and upskilling opportunities, job security, work-life balance, and career growth with the salary they deserve [13].

### **How to retain employees?**

Here are some tips on how to reduce the Great Resignation [14].

#### **1. Work-life balance**

Work-life balance can affect the employee. Employee's mental health deteriorates due to working too much or taking too much stress. When an employee is constantly stressed about his work, due to this stress, the employee may have to face depression, anxiety, frustration, and insomnia due to overwork. The employee's mental and physical health will also be affected due to the stress exceeding the limit. When work-life is not balanced, it is common to have mood swings and irritation. If the employee is not satisfied with the job, there are more chances of resigning.

The working environment always affects the employee. If the working environment is good, the employee will like to work there, and if the environment is not good, the employee will not want to work there. A flexible and comfortable work environment

and motivator for people will boost productivity and job satisfaction. Allow your employees to work as they please and try to improve the quality of the workplace and work environment. You can allow the employees to work remotely too. Organizations that offer employees the opportunity to be creative, build social relationships at work, or work on passionate projects within the organization will find happier workers who are more committed.

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## **2. Flexible work options**

As the data of HackerEarth, The past 16 months are proof that remote (or at least hybrid) working is the future! A recent survey shows that 39% of the workers would consider quitting if employers weren't flexible about remote positions. Among millennials (aged 18–34), this figure sits higher at 49%. The trend towards virtual teams paired up nicely via technology means less time spent commuting each day which also helps improve company productivity overall. Remote working allows employees to be productive even when they're not in the office, so allowing remote working can be an excellent step to hold the employees.

## **3. Compensation or Package.**

Okay, so this is the most critical factor that affects every employee, the package or compensation. Employees will decide to work with your company based on the package you are providing. So you should give the correct amount of package which the employee deserves.

You should offer competitive compensation packages, a good salary and attract the best workers. Appreciate your employees

for their work and achievements. Appreciating through bonus working. Y  
can be very effective. factors caus

#### **4. Provide opportunities for growth**

By pretending that the best employees have recently resigned and  
asking themselves what they can do to change that person's mind  
employers must develop retention strategies to keep the top talent  
Forward-thinking organizations have been conducting such  
interviews. Each employee has advised on where things can be  
improved or where future opportunities can be provided. Also, the d  
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#### **5. Take care of your employees as well as their families**

To retain the employees, employers should provide for  
employees' physical and mental health and dependents. Also  
employers should take care of the employees by surveying how  
they feel at the workplace and what issues they face while  
working. The provision for physical and mental health may  
include medical insurance, discounts on gym membership, access  
to a network of mental health resources, maternity and paternity  
leave, etc. but are not so limited. They can help parents of young  
children by providing childcare support programs or paid time. Conclusion  
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#### **6. Feedback and exit interviews**

If an employee is not satisfied with the job and faces an issue, he  
can choose to leave the company. But departing employees are  
more transparent and open about their feelings and experience  
with the company. Hence, the employee's feedback will help you  
know about your company, and the issues employees face while  
References

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...ciating through bonuses working. You can improve those areas or try to improve those factors causing the employees to depart.

Also, the departing employees are likely to be more honest and forthcoming in describing the company. The feedback from the employee can be negative too, but definitely, you can try to make better changes in your company so, in the future, next employees will not face any issues like this. Productive employees are essential for the company, and if the employees are leaving the company in a short time, then it's a significant loss for the company.

...as their families

### Conclusion

...s should provide for After going through this article, we can say that a good employee and dependents. Also, is essential for the company, and the company can't afford to lose employees by surveying how a great employee. Companies should try to stop the Great issues they face while Resignation, and the above points can help prevent the and mental health may resignation. But we can't force the employees to stay. There are and gym membership, access several reasons why employees might consider leaving a job. maternity and paternity Although some may be out of your control, staying active about a help parents of young what you can control can help you move on to great resignation programs or paid time. and avoid losing your best people. If some employees finally decide to go ahead, ask them what your company can do to give them better support. You may not be able to stop them from leaving, but you can control the next person.

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## AFTERTHOUGHT



**Dr. Umesh S Kollimath**  
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Dear Reader,

I am sure, you are experiencing a mixed sense of awe, overwhelm and anticipation after having finished reading this book! Yes, the “Current Trends in Human Resource Management” penned and pivoted by an enterprising faculty of HRM, has encapsulated a gamut of insightful articles in this book. The authors of each of the articles have chosen most contemporary issues and woven wonderful articles replete with information as well as insights on their topic. Besides, the book at one end satisfies curiosity of the readers by revealing how cutting-edge technologies will be reshaping the HRM practices, on the other hand some of the articles raise subtle doubts as to whether the organizations and employees are diluting commitments of mutual welfare from the either side!! I hope the thoughts that have begun lingering in our minds after reading the book shall continue till we take some radical different decisions to nurture, retain and promote the Human Resource that is within our sphere of control. With Warmest regards to the Authors, Editor, and all those who have contributed to this book.

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