

## HUMAN RESOURCE MANAGEMENT PRACTICES BEFORE AND AFTER COVID19: A COMPARATIVE ANALYSIS OF ORGANIZATIONAL STRATEGIES IN THE UNITED STATES AND PAKISTAN

Muhammad Tahir Saleem<sup>1</sup>, Akhtar Ali Ansari<sup>2</sup>, Kiran Shahzadi<sup>3</sup>, Dr Ali Nawaz Khan<sup>4</sup>, Shehzadi<sup>5</sup>

<sup>1</sup>MBA, University of Central Punjab, Lahore, Pakistan

<sup>2</sup>LL.M Scholar University of Lahore (UOL)

<sup>3</sup>PhD Scholar, Hailey College of Commerce, PU, Joint Director, State Bank of Pakistan

<sup>4</sup>Assistant Professor of Law, University Law College, University of the Punjab, Lahore

<sup>5</sup>MPhil Biotechnology, University of Malakand Certified Teacher

<sup>1</sup>tahrsaleem007@gmail.com, <sup>2</sup>akhtaraliansariadv@gmail.com, <sup>3</sup>Kiran.Shahzadi@sbp.org.pk, <sup>4</sup>alinawaz.law@pu.edu.pk, <sup>5</sup>ahmadbakhtiyar671@gmail.com

Corresponding Author: \*

Muhammad Tahir Saleem

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### ABSTRACT

The given research focuses on the analysis of Human Resource Management (HRM) practices before and after the COVID-19 pandemic through the comparative analysis of organizational strategies in the United States and Pakistan. The pandemic and its effect on the world as a whole influenced the way the customary workplace was organized shifting the organizations towards the need to make immediate alterations in their HR policies to secure the continuity of functioning, safety of employees, and sustainability of the organization in general. The proposed research will help to detect the crucial changes in HRM policies, assess the strategies used to respond to the crisis, and present the similarities and differences between a developed economy and a developing one.

A qualitative comparative study design adopted the secondary data in the form of scholarly publications, industry reports, and case studies of organizations published to date (2022). The results show that in the United States, organizations hastened the process of digital transformation, embraced remote work and hybrid work arrangements, and focused on employee well-being by creating flexibility and implementing technology-driven solutions. Correspondingly, Pakistani organizations showed responsive yet limited reactions as a result of infrastructural constraints, regulatory difficulties, and different degrees of technological preparedness even though numerous ones started to take up more adaptable working practices and health-centered programs.

The research is relevant to global HRM, as it brings about cross-national information regarding the crisis-induced organizational change and workforce management. It provides also practical implications to the HR leaders and policymakers due to its focus on the relevance of strategic preparedness, technological investment, and responsive HR frameworks in supporting organizational resilience in the event of future disruptions.

**Keywords:** Human Resource Management; COVID-19; Organizational Strategy; Comparative Analysis; Remote Work; Workforce Transformation; United States; Pakistan

## 1. INTRODUCTION

The COVID-19 pandemic created unprecedented discontinuities in the workplaces of the world forcing organizations to revise their working and labor strategies in a short period of time. Human Resource Management (HRM) as the traditional administrative and support-related activity became a key survival and resilience mechanism in organization in the crisis. Researchers note that the pandemic has radically changed the dynamics of the workplace where organizations have to implement new ways of doing things, taking into consideration the safety, productivity, and psychological well-being of employees (Kniffin et al., 2021; Hamouche, 2021).

Most organizations before the pandemic existed and operated in relatively organized and office based settings which were characterized by stability, standardized work processes, and direct supervision. Nevertheless, the abrupt global health crisis revealed the vulnerabilities of conventional employment models, which prompted the necessity to create flexible working relations and responsive career models (Spurk & Straub, 2020). Simultaneously, companies also faced numerous HR-related issues, such as workforce insecurity, business disruptions, and the necessity to reinvent policies to adapt to the fast-changing circumstances (Ahmed and Sundararajan, 2020). Among the greatest changes, there was the introduction of teleworking. Remote work was necessary to ensure continuity in business, making organizations resort to the use of digital technologies in their everyday activities. Studies have shown that teleworking altered communication trends, staff autonomy, and work-life balance and also posed greater managerial challenges (Belzunegui-Eraso and Erro-Garces, 2020). Likewise, practical experience indicates that successful remote working presupposes organized HR support mechanism, definition of performance outcomes, and technological preparation to maintain productivity (Wang et al., 2021). The quick transition to homeworking was

another indication of how companies needed to change their workforce paradigms to fit the unheard restrictions (Felstead and Reuschke, 2020).

Other than continuity in operations, organizations also realized the significance of sustainable HRM practices during the pandemic. An increasing amount of literature has pointed out that embedding sustainability in HR practices will increase the flexibility of organizations and help them to survive and sustain in the crisis situations (Liang et al., 2022). Furthermore, telework caused by an epidemic helped to understand the strategizing role of HRM in supporting organizational adaptation and workforce engagement in case of an eventual disruption (Carillo et al., 2021).

It is also the pandemic that advanced the connection between HRM practices and organizational innovation. Companies that adopted strategic HR measures like digital skills training, flexible working, and people-focused policies were in a better place to stay relevant and become innovative during periods of uncertainty (Kutieshat and Farmanesh, 2022). At the same time, companies experienced increased employee stress due to job security, health, and evolving working schedules, which supported the necessity to have supportive HR policies (Kundu & Pathak, 2020).

Economically, the crisis had great implications on business forecast and stability. Lots of business organizations found themselves in financial stress and uncertain market situations and had to reconsider strategic priorities and workforce planning (Bartik et al., 2020). Such developments highlighted the growing HR role, which places HR departments as key players in responding to crisis and recovery of organizations.

The relevance of HRM to the pandemic has become the topic of academic discussion at a significant level, and bibliometric data shows a significant rate of growth of the research on the workforce strategies, organizational resilience, and

sustainable management practices (Kirilmaz and Simsir, 2022). Regardless of this growing field of study, there are some critical areas of knowledge gaps about the responses of HRM in different national settings especially between the developed and developing economies.

Differences in technological systems, institutional capabilities, and organizational capabilities indicate that nations could have and react to crises in different ways. Whereas developed economies tend to be more digital ready to enable the transition of remote work, the developing economies might have structural barriers that affect the success of HR changes. These differences in contexts underscore the role of comparative research in coming up with both a strategy that can be transferred and the contexts that present unique challenges.

In this respect, this research paper is a comparative analysis of the HRM practices prior to and after COVID-19 in the United States and Pakistan. Through comparison of organizational strategies in two countries with different economies, the study aims to point out key changes in managing the workforce, critique HR responses to crises, and determine its effects in the long-term. The strategy supports the global HRM body of knowledge by providing cross-national information on how organizations could be able to experience resilience and strategic flexibility during such massive upheavals.

## 2. Literature Review

The COVID-19 pandemic has sparked an immense amount of academic research in the sphere of Human Resource Management (HRM), mainly because of the drastic effect it has on organizational frameworks, human resource planning, and management. Literature available indicates that the crisis has intensified change at the workplace and at the same time has revealed weaknesses of the traditional HR systems. The section critically reviews the previous research through studying HRM practices prior to the pandemic, organizational rituals during the crisis, and the strategic implications of the COVID-19 in the long term with reference to workforce management.

### 2.1 HRM Practices Before COVID-19

Before the pandemic, HRM has been functioning in the relative tranquility of organisation settings which were organised hierarchies, performance metrics that were standardized, and a physical workplace presence. The nature of employment relationships was more office based with very little use of flexible work arrangements. But researchers believe that prior to the COVID-19, the changing nature of the labor market was slowly pushing companies to rethink some of the strict employment frameworks in favor of more flexible career frameworks (Spurk & Straub, 2020). Nevertheless, even with these new trends, there are still numerous companies that had not quite adjusted the concept of flexibility into their strategic Hr practices and therefore were ill equipped to face a massive disruption on a scale.

### 2.2 HR Problems and Organizational weaknesses.

COVID-19 had provided direct challenges in operations and human capital. The organizations had to react promptly to the stability of the workforce, health hazards, and regulatory insecurities. According to Ahmed and Sundararajan (2020), some of the critical HR issues in the time of the pandemic were the issues of the safety of the employees, a rapid redesign of the policies, and the productivity amidst the extensive disruptions. These demands compelled HR departments to leave an administrative approach to strategic crisis management with its focus on agility and fast decision-making.

### 2.3 The Digital Transformation and Rise of Telework.

The rapid increase in teleworking was one of the most popular forms of responses by organizations to the pandemic. According to Belzunegui-Eraso and Erro-Garces (2020), remote work has become an indispensable tool that secured the continuity of business, and it essentially changed the relationship between employees, the manner in which they engaged and worked. In the same vein, Felstead and Reuschke (2020) note that homeworking shifted to being a fringe practice to

mainstream employment model in a very short time.

Remote work, however, was highly dependent on the organizational support systems to be effective. According to Wang et al. (2021), effective teleworking must be organized in communication, technological infrastructure, and well-defined performance expectations. In the absence of these factors, organizations stand a chance of low productivity and employee disengagement. In line with this perception, the authors of the study by Carillo et al. (2021) suggest that telework caused by an epidemic proved the strategic value of HRM in helping employees cope with the changes and keeping the organization together under the crisis conditions.

#### **2.4 Adaptability of Workforce and Sustainability HRM.**

Scholarly interest in sustainable HRM practices was also increased by the pandemic. According to Liang et al. (2022), the incorporation of sustainability in HR strategies improves the resilience of an organization by facilitating employee welfare, flexibility, and sustainable performance. Sustainable HRM is not just linked to instant crisis response but organisations should formulate policies that will bring a compromise between economic goals and social responsibility. Hamouche (2021) also argues that the pandemic put pressure and opportunities on HRM to modernize its activities and to encourage more people-centered approaches in the organizations. The change is indicative of a larger move towards strategic HRM where human capital is now being considered as a source of competitive advantage and not a functional requirement.

#### **2.5 Innovation and Strategic HRM in Case of Crisis.**

The strategic HR initiatives were quite influential in defining organizational outcomes in the time of the pandemic. The article by Kutieshat and Farmanesh (2022) gives empirical data that adaptive HRM practices have a positive impact on the level of innovation, which helped firms to be competitive in the turbulent environment of times. Those organisations which had made

investments in digital capabilities, employee development and flexible policies were in better positions to be able to navigate uncertainty.

Meanwhile, the psychological effect of the pandemic on employees was becoming a more and more topical issue. According to Kundu and Pathak (2020), the shift in working conditions, job insecurity, and health concerns were the causes of high stress rates, which highlights the need to support HR policies. These results support the relevance of people-oriented approaches in maintaining the morale and productivity in times of crisis.

#### **2.6 Economic Shock and Company Reaction.**

In addition to the managing the workforce internally, the pandemic also had an important impact on the overall business operations. Bartik et al. (2020) show that numerous companies experienced a severe economic environment and unpredictable market demands that also made the leaders reevaluate the priorities in strategic management. These economic strains also increased the significance of HR departments in the planning of workforce, cost management and restructuring of the organization.

Kniffin et al. (2021) posit that COVID-19 will probably lead to the implementation of the sustainable changes in the workplace setting, such as the enhanced use of remote work, the focus on workers welfare, as well as the proliferation of the digital collaboration tools. These changes indicate that HRM is undergoing a revolution where flexibility and futuristic thinking are necessary.

#### **2.7 Trends in Research and New Areas of Research.**

Kirilmaz and Simsir (2022) confirm the rapid growth of the pandemic-related HR research, as their bibliometric analysis indicates that the number of studies addressing the aspects of the organization resilience, workforce flexibility, and sustainable management has grown significantly. Although this accumulating literature is insightful to a large extent, there are some gaps in what is known.

Interestingly, a lot of the currently available literature focuses on the one-country settings and

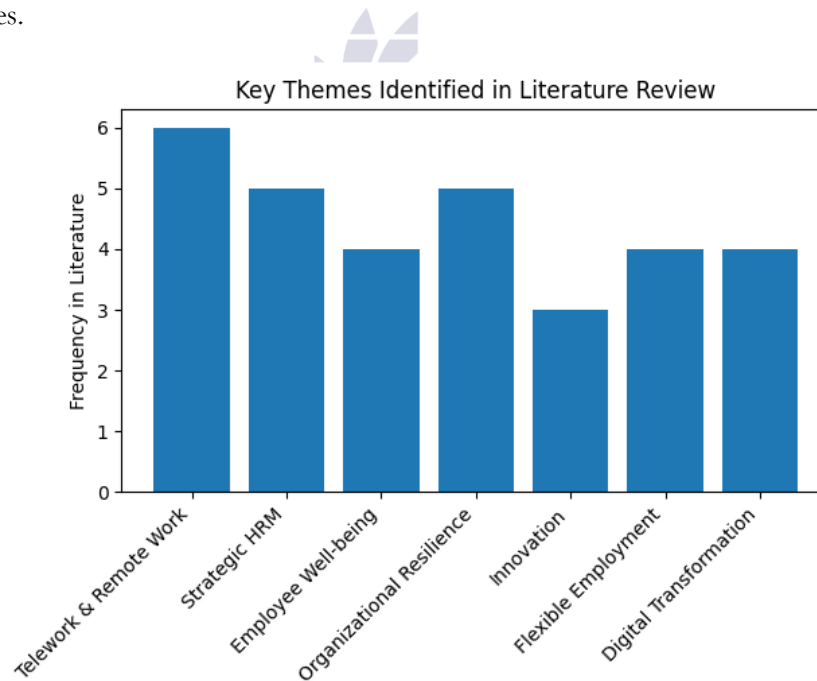
does not allow concluding what the results are about other economic conditions. There are also comparative studies, which are rather few, especially those that study the disparities between developed and developing economies. Since the technological preparedness, institutional support, and labor market structures differ across national lines, cross-national research will be fundamental in achieving a more holistic picture of HR transformation driven by a crisis.

### 2.8 Synthesis and Research Direction.

A summative evaluation of the reviewed literature shows that COVID-19 increased the pace of transformation of HRM as an administrative role into a strategic ally within the organization. Among the main themes that can be identified in the literature are the fact that telework has become the norm, the increased relevance of sustainable HR, the connection between strategic HRM and innovation, and the necessity to focus on the well-being of employees.

Nonetheless, there is still a major gap in the comprehension of the manner in which these changes are represented in the national contexts. A developed economy might have more technological and financial could to adopt the adaptive HR strategies, but developing economies tend to be more structured and their responses depend on the constraints of the structure. This gap is of paramount importance because it can help to find both universal practices and context-specific approaches.

Thus, the current work contributes to the current body of research, as it performs a comparative analysis of the HRM practices prior to and after COVID-19 in the United States and Pakistan. In this way, the study will contribute to the global research on HRM, as well as offer practical knowledge on how companies can become more resilient and strategically ready to operate in a more uncertain global environment.



The graph depicts the prevailing themes that were found in the literature on Human Resource Management in the COVID-19 pandemic. Timework and remote work become the hottest mentioned issues, as it can be seen that the quick transition to flexible working practices occurred as

companies aimed to preserve operational continuity. Strategic HRM and organizational resilience also emerge as the most significant as they speak of the increased awareness of HR as a key force behind crisis management and long-term sustainability. Moreover, employee welfare,

digitalization, and remote working are always highlighted, which implies that organizations have become more focused on taking care of employees and adjusting to the changing technological environment. The aspect of innovation is talked about less but is also a significant achievement of adaptive HR practices. In general, this graph indicates that modern HR studies focus on flexibility, strategic approaches, and resilience in the face of incredible disruption in the workplace.

### 3. Methodology

The proposed study will take a qualitative comparative research design to study changes in Human Resource Management (HRM) prior to and after the COVID-19 pandemic with specific emphasis on organizational approaches in United State and Pakistan. The use of a comparative approach is suitable as it would be possible to systematically explore the similarities and differences in HRM responses between the two countries that have different economic systems, institutional and technological maturity.

#### 3.1. Research Design

The study is founded on qualitative, descriptive, and analytical design with secondary data. Such design allows having a comprehensive insight into crisis-prompted HRM changes without the limitations that primary data gathering entails in the context of a global disruption. The research targets the time before the pandemic and until the post-pandemic period till 2022.

#### 3.2 Data Sources

The peer-reviewed academic journal articles, publications, and scholarly reviews focused on HRM and COVID-19 were viewed as sources of data. The sources are the studies that cover the HR issues, teleworking, sustainable HRM, workplace well-being, performance of innovation and resilience of the organization. To ensure the quality and reliability of data, only the valid and pertinent publications, which were included in the academic databases, were taken into account.

#### 3.3 Sampling and Case Selection

In conducting purposive sampling, the United States and Pakistan were chosen because of their different levels of economic development, level of organization of the labor market, and technological capabilities. The United States is a developed economy and has well established digital infrastructure and HR systems whereas Pakistan is a developing economy with limited resources and institutions. This opposition enhances the critical intensity of the comparative framework.

#### 3.4 Data Analysis Technique

Thematic analysis was used to analyze the literature collected. The major themes were determined with the help of systematic coding and sorting of the common concepts, including telework adoption, strategic HRM, employee well-being, flexible employment, innovation, and organizational resilience. It was then followed by comparison analysis to determine the ways these themes existed differently in the two national situations before and after the pandemic.

#### 3.5 Reliability and Validity

To maximize reliability, several academic materials were reviewed on each of the key themes in order to establish consistency of results. The validity was justified based on the appropriate selection of peer-reviewed studies and the triangulation of evidence of various types of publications. The fact that the information about the sources of data and methods used in analysis is transparently documented also contributes to the credibility of the study.

#### 3.6 Ethical Considerations

This study did not involve the use of human subjects since the entire research was performed using secondary data. There were also few ethical issues that pertained to confidentiality, consent, and data protection. However, all sources have been referenced appropriately to ensure that the integrity of the academic level and plagiarism is not evident.

### 3.7 Methodological Limitations

The methodology has limitations, though it is quite strong. The use of secondary sources makes it difficult to consider real-time organizational experiences, and the study is limited to two countries, which might restrict the generalizability of the results. Nevertheless, the limitations are compensated by the level of comparative insight

that has been offered, and the approach is appropriate to deal with the objectives of the study.

Component	Description
Research Design	Qualitative comparative research examining HRM practices before and after COVID-19.
Research Approach	Descriptive and analytical approach using secondary data.
Data Sources	Peer-reviewed journal articles, scholarly reviews, and academic publications related to HRM and COVID-19.
Sampling Technique	Purposive sampling used to select the United States and Pakistan based on economic development, labor market structures, and technological readiness.
Data Analysis Method	Thematic analysis was applied to identify recurring HRM themes, followed by cross-national comparative analysis.
Reliability Strategy	Multiple scholarly sources were reviewed and evidence was triangulated to ensure consistency of findings.
Validity Strategy	Credible peer-reviewed studies were carefully selected, and the research process was transparently documented.
Ethical Considerations	All sources were properly cited to maintain academic integrity; no human participants were involved.
Methodological Limitation	Dependence on secondary data and focus on two countries may limit the generalizability of findings.

## 4. Results

This part provides the results of the thematic and comparative analysis of the Human Resource Management (HRM) practices in the United States and Pakistan during the pre-pandemic and post-pandemic periods. The findings bring to attention critical organizational trends, strategic changes as well as cross-national differences that were realized within the crisis period.

### 4.1 Pre-Pandemic HRM Structures

Traditional workplace models that included physical presence of offices, fixed work schedules, and direct managerial oversight were the main factors in organizations in both countries before the COVID-19 pandemic. In the United States, HRM tended to be more strategic and the incorporation of digital tools, the effects of data on managerial decision-making, and talent analytics

into the workforce management process became more common among organizations. On the other hand, most organizations in Pakistan still had functioning HR structures with minimal technological uptake, and this was a reflection of restricted infrastructural and financial workings. There were also dissimilarity in recruitment practices. The U.S. companies were also more inclined to automated recruitment systems and competency-based recruitment systems, and Pakistani companies tended to rely on traditional recruitment systems. Prior to the pandemic, flexible work arrangements were not very common in both countries, but to a small degree in technologically advanced industries.

### 4.2 Organizational Responses to pandemics.

The outbreak of COVID-19 also compelled organizations to make immediate changes in HR

policies to guarantee the continuity of their businesses. Remote-working has become the most notable organizational reaction, especially in the United States, where the digital infrastructure provided the quickest shift to the virtual operations. Numerous companies adopted teamwork systems, remote employee performance evaluation, and work-life balance to keep the performance rates high.

In Pakistan, remote working was a slow process as it faced obstacles in form of unstable internet connectivity, inability to access digital tools, and lack of organizational readiness. However, other organizations followed hybrid methods in which total remote work was impossible.

Health and safety was a major HR concern in the two countries. Companies implemented sanitary measures in the workplace, social distancing, and health monitoring systems. Also, the HR departments were essential in explaining the policy changes and helping the employees to live in uncertainty.

#### **4.3 Employee Well-Being and Workforce Support.**

The pandemic increased the level of organizational awareness regarding the well-being of the employees. Increasingly, mental health resources, employee assistance programs, flexible work policies were increased by U.S. firms. All these efforts were aimed at reducing stress, avoiding burnout, and maintaining the engagement in the remote settings.

The support of the workforce was also identified by Pakistani organizations; however, the extent of the well-being programs was different according to organizational capabilities. Other companies adopted flexible hours of work and offered health-related advice, whereas others had constraints to provide systems of all-encompassing assistance.

#### **4.4 Digital Transformation Acceleration.**

The pandemic greatly increased the pace of digital transformation. The U.S. organizations also used the high technologies to help conquer the distance of collaboration, automate the HR processes and improve the way of communication. This change

strengthened the strategic position of HR in the technological adaptation.

In Pakistan, the rate of digital adoption was slower, but the crisis proved to be an incentive to become more modern. Digital communication tools and online management systems became more popular among the organizations, which indicated a slow shift to more technologically-focused HR practices.

#### **4.5 Flexibility and Innovation in Strategy.**

Organizations with flexible HR practices were more resilient to the crisis. In the USA, companies focused on deskilling, employment elasticity, and adaptive leadership so as to meet market needs. Likewise, various Pakistani organizations repositioned their job positions, reorganized performance expectations, and experimented various forms of operation to keep business running.

Nonetheless, the magnitude of innovation was varied in the two countries, which was mainly dependent on availability of resources and technological preparedness.

#### **4.6 Organizational Models after the Pandemic.**

With the softening of restrictions, a high number of organizations started to institutionalize hybrid work arrangements that incorporated remote and in-office arrangements. Hybrid work was rapidly accepted in the United States as a productive and employee-satisfying strategy.

Pakistan had a more selective use of hybrid structures which occurred mainly in the multinational corporations and technology use industries. The old workplace norms were still more common in the sector that necessitated physical attendance.

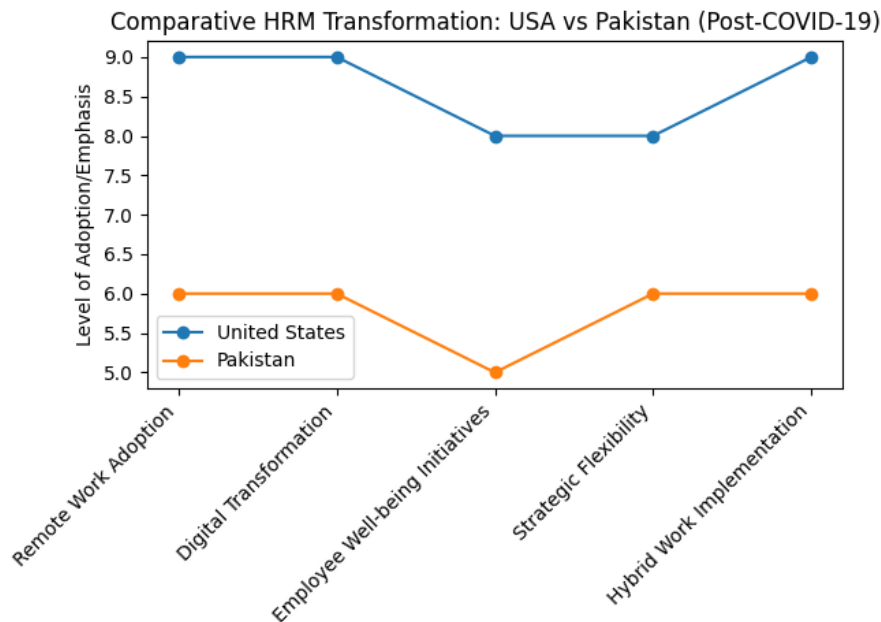
#### **4.7 Comparative Insights**

The comparative research shows that there is convergence and divergence in the evolution of HRM. The need to achieve flexibility, employee support, and crisis preparedness was identified in organizations in both countries. Nevertheless, the US was more flexible in terms of the strategy since it had stronger technological base and developed HR systems.

The case concerning Pakistan created awareness of the role of contextual factors in organizational responses. Despite the fact that the speed of transformation was constrained by the lack of resources, the pandemic prompted numerous companies to rethink their current HR paradigms and seek a slow modernization.

Comprehensively, it means that the COVID-19 became a revolutionary experience and it

redefined HRM as no longer as an operational department but as a strategic companion in the organizational resilience. The level of this transformation, however, greatly depended on the national economic conditions, technological capacity and organizational preparedness.



The graph will undertake a comparative study of transformation in HRM in the United States and Pakistan after the COVID-19 pandemic. The results show that the United States showed an increased level of adoption in organizations in all dimensions, especially regarding remote work, digital transformation, and hybrid work implementation. This is a sign of greater technological infrastructure and the more the organization prepared to change strategically.

Pakistani organizations, in turn, demonstrated moderate improvement, and the strategic flexibility and remote working were enhanced slower. The relative lack of resource and structural focus on employee well-being programs implies the lack of resources and structuring that shaped the organizational reaction. On the whole, the graph

shows that the progress of both countries towards more flexible and technology-driven HR practices was similar, but the magnitude and the pace of the changes was much higher in the United States.

### 5. Discussion

The results of this research indicate that the COVID-19 pandemic was a catalyst that caused transformation of the Human Resource Management (HRM) and expedited the process of moving the traditional role in administration to the strategic organizational partnership. The comparative study shows that the United States and Pakistan adjusted their HR practices to the crisis, however, the extent, pace, and complexity of this change were significantly different because of the technological base, economic potential, and institutional facilitation.

Normalization of flexible work arrangements is one of the most important learnings that can be made out of the results. In line with the previous studies which highlight long-term consequences of any changes on an organizational workplace occasioned by pandemic, there was a growing trend of organizations adopting remote and hybrid work as a sustainable working model as opposed to the transient one. The adoption that has been more pronounced in the United States indicates that digital readiness is a key factor in facilitating the agility of the workforce. On the other hand, the slower shift in Pakistan brings to focus the role of restrictive characteristics of infrastructures in determining the viability of strategic HR programs. The findings also support the increased relevance of sustainable and people-oriented HR practices. Companies that cared more about the quality of life and psychological security of its employees and flexible policies were in a better position to remain engaged and productive in times of uncertainty. This justifies the claim that human capital is to be considered as an asset, which can be utilized to strengthen the resiliency of the organization. The relatively narrow focus of the well-being programs of certain Pakistani organizations could also be the result of the lack of resources, as opposed to the absence of strategic focus, which can be used in the future.

The other valuable discovery is connected with the speed of digital transformation in HR functions. Processes that can be supported by technology, including virtual collaboration platforms, automated workflows, and digital performance management, became necessary measures to continue the organization. This is consistent with strategic HRM viewpoint which focuses on how to integrate strategies of human capital with technological capabilities to gain competitive advantage. Companies that invested in digital infrastructure had a higher adaptability to disruptive conditions and were able to maintain operational performance.

Resilient organizations also were characterized by innovation and strategic flexibility as opposed to those that were struggling throughout the crisis. The data indicates that the adaptive human resource practices such as reskilling and dynamic

role restructuring also played a role in the stability of the organization. These results are consistent with the resource-based perspective, according to which distinctive organizational-level resources, in particular, talented and flexible workers, are the key to long-term competitiveness.

Theoretically, this research adds to the global literature of HRM by showing that transformations induced by a crisis are not equally evidenced all over the world. In its place, it is mediated by economic development, maturity of technology and preparedness of the organization. The comparative approach thus builds on prior research in that it explains the impact of contextual factors in the effectiveness of HR strategies to global disruptions.

There are also a number of managerial implications of the study. To begin with, to improve the flexibility in future crisis, organizations ought to invest in digital HR infrastructure proactively. Second, incorporating the well-being of employees into the strategy of core HR is no longer a choice but a key to maintaining performance. Third, companies, especially in the developing economies must focus more on creating flexible workforce models that are resistant to external shocks. Lastly, HR leaders should keep developing beyond the operations administrator role to strategic partners in making decisions in the organization.

Along with these contributions, the study has a number of limitations. The use of secondary data might not be able to fully reflect the current organizational experiences, and the resolution to two countries limits the applicability of the results. Also, the processes of workplace changes do not stop after the pandemic, which implies that the long-term effects will have to be pursued.

Future studies would be able to broaden the comparative construct by including more nations or areas to give more understanding of the international HR change. Longitudinal studies would be also useful in determining whether HR innovations that have been brought as a result of pandemics are sustainable over time or they slowly revert to the old systems.

In general, the discussion reveals that the COVID-19 essentially transformed the role of HRM,

making it one of the key sources of organizational resiliency and strategic flexibility. Companies that are flexible, technologically oriented, and people-focused policies may be in a better position to face any impending uncertainties in the world of work, which is becoming complicated.

## 6. Conclusion

The comparison between the organization strategies in the United States and Pakistan has been used to analyze the shift in the Human Resource Management (HRM) practices in the pre- and post-COVID-19 pandemic. The results demonstrate that the pandemic was a turning point that forced organizations to leave the traditional model of workforce and become more flexible, more technology-driven, and strategic oriented in terms of HR.

The analysis shows that the organizations in both countries knew that they had to adjust to unprecedented disruption, but the level of change varied widely. The US had demonstrated a higher and more intensive rate of adopting remote work, digital HR policies, and people-focused policies with the help of high-level technological infrastructure and organizational preparedness. On the contrary, Pakistani organizations experienced slow yet significant improvements, and the crisis served as a driver towards modernization despite structural and resource-based limitations.

The research offered to the global HRM literature is the significance of contextual issues in determining the organizational reactions to the global crisis; the research identifies economic development, institutional capacity, and technological maturity as the most critical factors. The comparative approach highlights the fact that, although some of the HR trends, such as the hybrid work or strategic flexibility, are transforming into universal ones, their adoption remains highly dependent on the national settings. Pragmatically, the results highlight the importance of the organizations incurring investment in digital capabilities, enhancing support systems to the employees, and integrating flexibility in workforce planning. HR leaders should keep on

becoming strategic partners so that organizations are prepared more to future disruptions.

This study has its shortcomings since it relies on secondary data, and the analysis of two countries. Future research must take into account wider cross-country comparisons and longitudinal research in order to gain a better insight into long-term sustainability of pandemic-related changes in HR.

Summing up, the impact of COVID-19 on the future of HRM is that it has altered the future course of the HRM discipline, boosting its strategic value in the resilience of organizations. Those that actively embrace adaptive HR, technological innovation as well as people-oriented policy will be in a better position to survive uncertainty and maintain a competitive edge in the changing modern world of work.

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