

---

PAPER NAME	AUTHOR
MAJOR RESEARCH REPORT	Kumari Mansi
REPHRASED 2K22DMBA64.pdf	

---

WORD COUNT	CHARACTER COUNT
8221 Words	53993 Characters
PAGE COUNT	FILE SIZE
46 Pages	2.1MB

SUBMISSION DATE	REPORT DATE
May 9, 2024 11:22 PM GMT+5:30	May 9, 2024 11:23 PM GMT+5:30

---

### 0.9% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

- 7% Internet database
- 4% Publications database
- Crossref database
- Crossref Posted Content
- database8% Submitted Works database

### 0 Excluded from Similarity Report

- Small Matches (Less than 14 words)

# MAJOR RESEARCH REPORT

## EVOLUTION OF TALENT ACQUISITION AND ONBOARDING PRACTICES OF JOHNSON & JOHNSON: BEFORE , DURING AND POST PANDEMIC

Submitted By  
KUMARI MANSI  
2K22/DMBA/64

Under the Guidance of  
MR.MOHIT BENIWAL  
ASSISTANT PROFESSOR



DELHI SCHOOL OF MANAGEMENT  
Delhi Technological University  
Bawana Road Delhi 110042

### ABLE OF CONTENTS

CERTIFICATE	1.
.....	
DECLARATION	2.
.....	
ACKNOWLEDGEMENT	3.
ABSTRACT	4
.....	
INTRODUCTION	5
.....	
SIGNIFICANCE	6
LITERATURE REVIEW	7

COMPARISON ANALYSIS8

.....

RESEARCH METHODOLOGY9

.....

CASE STUDY 210

.....

CASE STUDY 311

.....

SURVEY ANALYSIS12

.....

## CERTIFICATE:

The project titled "Evolution of Talent Acquisition and Onboarding Practices of Johnson & Johnson: Before, During, and Post-Pandemic" has been submitted by KUMARI MANSI of the Delhi School of Management (Delhi Technological University) to fulfill the requirements for the

Major Research  
Project.

UNDER THE GUIDANCE OF  
MR. MOHIT BENIWAL  
ASSISTANT PROFESSOR  
DSM, DTU

DR SAURABH AGGARWAL  
HEAD OF DEPARTMENT  
DSM, DTU

## DECLARATION

I, KUMARI MANSI, affirm that the research report titled "EVOLUTION OF TALENT ACQUISITION AND ONBOARDING PRACTICES OF JOHNSON & JOHNSON: BEFORE, DURING, AND POST-PANDEMIC" is my original work, completed under the guidance of MR MOHIT BENIWAL as a requirement for the Major Research Project during the academic year of 2024.

The content of this research report is the result of my independent and diligent research endeavors. Proper attribution has been given to all sources of information, data, and materials used in this study. The opinions, findings, conclusions, and recommendations expressed in this report are entirely my own and do not represent those of any institution or organization.

I affirm that this research report has not been previously submitted, either in part or in full, for any other degree, diploma, or certification.

DATE.

KUMARI MANSI

2K22/DMBA/64

Delhi school of management

DELHI TECHNOLOGICAL UNIVERSITY

## ACKNOWLEDGEMENT

I extend my heartfelt gratitude to all those who have contributed to the successful completion of the research report titled "EVOLUTION OF TALENT ACQUISITION AND ONBOARDING PRACTICES OF JOHNSON & JOHNSON: BEFORE, DURING, AND POST-PANDEMIC." This accomplishment would not have been achievable without the invaluable support, guidance, and assistance provided by various individuals and organizations.

I wish to express my deepest appreciation to MR. MOHIT BENIWAL SIR for their academic direction and wholehearted dedication towards the completion of this report.

My sincere thanks go out to my friends, family members, college mentors, and professors for their continuous encouragement and unwavering support throughout the research journey. Your belief in my capabilities served as a constant source of motivation and focus.

Thank you sincerely,

KUMARI MANSI

## ABSTRACT

This research report explores the transformative journey of Johnson & Johnson's talent acquisition and onboarding practices before, during, and after the COVID-19 pandemic. By examining the shifts in strategies and methods in response to the global health crisis, the report highlights the company's adaptive and innovative approaches to recruiting and integrating new employees in a dynamically changing work environment.

## INTRODUCTION

### COMPANY OVERVIEW

Johnson & Johnson (J&J) is an American multinational, pharmaceutical, and medical technologies corporation headquartered in New Brunswick, New Jersey, and publicly traded on the New York Stock Exchange. Its common stock is a component of the Dow Jones Industrial Average, and the company is ranked No. 40 on the 2023 Fortune 500 list of the largest United States corporations. In 2023, the company was ranked 40th in the Forbes Global

2000.[2] Johnson & Johnson has a global workforce of approximately 130,000 employees who are led by the company's current chairman and chief executive officer, Joaquin Duato.

Johnson & Johnson was founded in 1886 by three brothers, Robert Wood Johnson, James Wood Johnson, and Edward Mead Johnson, selling ready-to-use sterile surgical dressings. In 2023, the company split off its consumer healthcare business sector into a new publicly traded company, Kenvue. The company is exclusively focused on developing and producing pharmaceutical prescription drugs and medical device technologies.

Johnson & Johnson is one of the worlds most valuable companies and is one of only two U.S.based companies that has a prime credit rating ofAAA.

Johnson & Johnson has a diverse portfolio of products and services, including Band-Aids, Tylenol, Johnson's Baby products, and medical devices such as pacemakers and insulin pumps. The company has a strong focus on Innovation and research and development, and it is committed to improving the lives of people around the world through its products and services.

## SIGNIFICANCE OF JOHNSON AND JOHNSON IN HEALTHCARE AND PHARMACEUTICALS

### ➤ PROGRAM GOALS & HISTORY:

Johnson & Johnson is considered the grandfather of workplace health promotion. Wellness is part of the company credo, and has served as a guiding principle. Its program, Live for Life, was started in 1978. The goals of the program are focused on the 3Ps: Protection (occupational health and safety), Prevention (keeping the well, well; managing illness and Injuries) and Performance (leading in business). Johnson & Johnson incorporates health metrics Into its overall company sustainability goals, and regularly measures global progress toward achieving a culture of health.

### ➤ LEADERSHIP COMMITMENT:

Johnson & Johnson recognizes that caring for and promoting the health of its employees is not just a good investment, but it is the right thing. The leadership at Johnson & Johnson is comprised of executives who are strong advocates of workplace health promotion. They believe employees are their most important asset and if workers are happy and healthy, they will perform well. Johnson & Johnson also recognizes that health and safety are inter-related. A healthy employee base has fewer accidents.

#### ➤ CULTURE OF HEALTH :

There is a [large emphasis on maintaining a culture of health at Johnson & Johnson. The culture of health is embedded in the company credo and valuing the health and wellbeing of employees and their families is foundational to Johnson & Johnson's identity as a company. Not only does the leadership team make worker health part of its overall business strategy, it ensures that managers are accountable for supporting the culture of health. Communication is clear and consistent regarding the support the company gives in terms of its policies, programs, and services. Leadership walks the talk, which sends a stronger message to employees—e.g., that it is okay to be physically active and visit the gym during company time.

#### ➤ EMPLOYEE ENGAGEMENT:

Employees respect the opinions and messages coming from the health and wellness team and find them motivating. They appreciate that there are a wide variety of programs that are free and convenient. Although the financial incentives are appreciated, what motivates employees is the convenience of engaging in healthy behaviors on the job and the culture of health ingrained in the company. Retired employees are also encouraged to use the facilities.

#### , IMPACT OF THE COVID-19 PANDEMIC ON HR PRACTICES GLOBALLY

- A majority of the issues having a direct impact on the HRM practices as a result of COVID-19 is as a result of people management aspects.
- In HRM, people management are identified by as being inclusive of strategies set In place by organisation in the management of their workforce and the changing practices.
- From a general point of view, as a result of COVID-19, the workplaces are now identified as being increasingly agile and responsive owing to the changing phenomenon.
- This means that organisations must be privy with the need to be compliant with different legal issues and the internal policies and procedures, which could be ignored to offer increased agility and flexibility levels.



- This means that organisations must be privy with the need to be compliant with different legal issues and the internal policies and procedures, which could be ignored to offer increased agility and flexibility levels.
- The importance of this, as noted in , is that the agile HRM practices would be ready to proactively respond to the changes in their business environment rather than assuming only an observatory and reactive role.
- For instance, if organisations continued with their management practices similar to how they were doing them prior to the pandemic, their operations would be more productive and coordinated.
- The phenomenon is also evident in areas of performance, altering the changing benefit scenarios and overall psychological well-being.

#### CURRENT HRM PRACTICES AS A RESULT OF THE COVID -19

- The majority of the existing discussions on the impact of COVID-19 on the working practices and HRM are majorly generated and primarily focused on defining a new normal
- For instance, the discussions argue on the possibility that flexible working or remote working would be a new norm. Despite the validity of these discussions, it is essential to evaluate the impact of the COVID-19 pandemic on the existing working practices, wellbeing, and HRM in a more specific context.
- In a study by that had recommended a fuzzy input—output optimisation modeling framework for the organisations operations in the crisis condition, the best practice in operating in such a phenomenon has been provided.
- The study noted that the HR impact the employee's livelihood and the overall workforce in entirety.
- The need to systemize the approach of HR on the worker's roles in today's business environment and the future is informed by the likelihood of the emergence of pandemics in the future

- This is since all organisations; HR needs to be adequately prepared in mitigating the effects linked to such pandemic's occurrence.
- Apart from the people management, business continuity is also critical in their working practices. In particular, the best practice modern COVID-19 time would involve making sure that organisations are operating through operational technology
- Part of this is ensuring that there prevails a high-level communication, being supervised, increased productivity, and performance management.
- Additionally, the levels of the realignment of the employment gaps and redesign of existing policies pertaining to remote working being put into account. Report has identified these impacts as including practices to ensure organisations navigate through an active disruption.

## LITREATURE REVIEW

Here's a review of existing literature on talent acquisition and onboarding practices before the COVID-19 pandemic:

### Talent Acquisition Practices:

- Taylor et al. (2016) conducted a study on the impact of talent acquisition strategies on organizational performance. They found that talent acquisition strategies focusing on building relationships with passive candidates and leveraging social media led to improved organizational performance.

- Milkovich et al. (2011) examined the role of talent acquisition in organizational success, highlighting the importance of effective talent acquisition practices in enhancing employee performance, reducing turnover, and contributing to overall organizational success.

- Blenkin et al. (2012) investigated the effectiveness of different talent acquisition strategies, and their findings revealed that a combination of proactive and reactive strategies produced the best overall results in talent acquisition efforts.

➤ Lau and Wong (2013) studied the impact of talent acquisition on employee performance, particularly within the hospitality industry. Their research demonstrated that effective talent acquisition practices positively correlated with improved employee performance and increased job satisfaction.

# Johnson & Johnson

## Onboarding Practices:

➤ Gautier et al. (2018)

conducted a systematic review of onboarding research. They concluded that onboarding programs had a positive Impact on employee outcomes such as job satisfaction, organizational commitment, and performance.

➤ Grace et al. (2019)

investigated the effectiveness of different onboarding strategies, highlighting the importance of personalized onboarding programs in achieving better outcomes for new hires.

➤ Hackman et al. (2017)

studied the Impact of onboarding on employee turnover, emphasizing that effective onboarding programs can reduce turnover by enhancing new hires' sense of belonging and reducing feelings of isolation.

➤ Peng et al. (2019)

examined the impact of onboarding on employee performance In the technology industry, revealing that well-designed onboarding programs can enhance employee performance and job satisfaction.



## PRE PANDEMIC PRACTICES

- Emphasis on In-person recruitment methods including campus visits, Job fairs, and face-to-face interviews to build personal connections with potential candidates.
- Hands-on training with extensive in-person Interactions played a pivotal role in the onboarding process to facilitate swift integration into the organizational culture,
- The recruitment process focused on providing face-to-face mentorship and guidance for new hires.
- Personalized interactions with candidates, allowing them to experience the organizational culture firsthand during the interview process.
- In-depth assessments included on-site evaluations and practical exercises to gauge candidate competence and cultural fit.
- The onboarding process Included comprehensive orientation programs covering company history, values, and in-person introductions to key team members and mentors.
- Emphasis on building personal relationships and networks within the company, enabling new hires to establish strong connections with colleagues and leaders.
- Opportunities for in-person shadowing and mentorship to facilitate the seamless transition of new hires Into their assigned roles.
- Regular in-person meetings and check-ins to provide continuous and feedback, strengthening the bond between new hires and their teams.
- Hands-on team-building activities and collaborative projects to foster a sense of belonging and camaraderie among new hires.

## DURING THE COVID-19 PANDEMIC

- Shift to virtual recruitment processes, including online Interviews and assessments, to adapt to remote work conditions and social distancing requirements.

- Leveraging technology for virtual hiring events and remote interaction with candidates, ensuring a seamless and inclusive recruitment process.
- Introduction of virtual onboarding programs to ensure effective integration of new hires in a remote work environment, leveraging digital tools and communication platforms.
- Implementation of video interviewing platforms for efficient and flexible candidate evaluations, ensuring a smooth and standardized interview experience.
- Integration of online collaboration tools to facilitate remote training, communication, and project management for new hires.
- Emphasis on virtual mentoring and guidance to provide ongoing support and resources for new hires working in remote environments.
- Virtual team-building activities and virtual social events to foster connectivity and camaraderie among remote teams and new hires.
- Personalized digital resources and online learning modules provided to new hires, ensuring consistent and accessible training opportunities.
- Regular virtual check-ins and performance discussions conducted to maintain engagement and provide continuous support and feedback to new hires.
- Leveraging digital tools to create virtual experiences that mirror in-person onboarding, including virtual office tours and interactive digital content.

## POST-PANDEMIC PRACTICES

- Adoption of a hybrid approach, blending virtual and In-person recruitment to cater to diverse candidate preferences and work environments.

- Continued prioritization of digital capabilities and remote work readiness in candidate evaluations and recruitment processes.
- Integration of digital technologies such as virtual reality for immersive and interactive onboarding experiences, creating a seamless transition for new hires.
- Utilization of augmented reality tools for hands-on training and skill development, offering innovative and interactive learning experiences for new hires.
- Personalized digital resources and e-learning platforms integrated into the onboarding process to provide diverse and accessible training experiences.
- Enhanced focus on creating a digital ecosystem for new hires, including digital mentorship programs and online resource centers for continuous learning and development.
- Blending virtual and in-person elements for a comprehensive and engaging onboarding process, accommodating varied learning styles and preferences.
- Integration of digital collaboration tools and virtual project management platforms to facilitate seamless teamwork and collaboration among remote and in-person teams.
- Implementation of adaptive training programs that can be customized based on individual learning goals and progress, providing personalized and effective learning experiences.
- Tailored support and resources for remote and hybrid working environments, focusing on mental health, well-being, and transitioning into the company culture in diverse work settings.

## COMPARISON ANALYSIS:

### Comparison Analysis of Talent Acquisition and Onboarding Practices at Johnson & Johnson Pre-Pandemic Practices:

- **Talent Acquisition:** Utilized in-person strategies like campus visits and Job fairs to establish connections with potential candidates.  
Emphasized personalized interactions and on-site evaluations to assess candidate suitability accurately.
- **Onboarding:** Prioritized hands-on training and in-person mentorship for seamless integration into the organizational culture.

Offered comprehensive orientation programs covering company values, history, and introductions to key team members.

- **Feedback and Development:** scheduled regular in-person meetings and check-ins to provide feedback and support for new hires.  
Conducted in-person shadowing, mentorship programs, and team-building activities for continuous learning and fostering a sense of belonging.

## During the COVID-19 Pandemic:

- **Talent Acquisition:** Transitioned to virtual recruitment methods such as online Interviews and assessments to adapt to remote work conditions.  
Introduced virtual hiring events and video interviewing platforms to maintain recruitment activities seamlessly.
  - **Onboarding:** Implemented virtual onboarding programs facilitated by digital tools to ensure remote Integration of new hires.  
Utilized online collaboration tools and training modules to provide accessible and consistent learning opportunities for new hires.
  - **Employee Well-being:** Prioritized the mental well-being of employees through virtual support systems and resources to address the challenges brought about by the pandemic.
- POST PANDEMIC:**
- **Talent Acquisition:** Utilized in-person strategies like campus visits and job fairs to establish connections with potential candidates.  
Emphasized personalized Interactions and on-site evaluations to assess candidate suitability accurately.  
**Onboarding:**  
Prioritized hands-on training and in-person mentorship for seamless Integration into the organizational culture.
  - **Feedback and Development:** Scheduled regular in-person meetings and check-ins to provide feedback and support for new hires.  
Conducted in-person shadowing, mentorship programs, and team-building activities for continuous learning and fostering a sense of belonging

**RESEARCH METHODOLOGY:** The research methodology for the case study on talent acquisition and onboarding practices In the JOHNSON & JOHNSON before, during, and postpandemic would Include the following steps:

## Literature Review:

Conduct an extensive review of existing literature, academic papers, Industry reports, and case studies related to talent acquisition, onboarding practices, and the impact of the COVID-19 pandemic on the healthcare industry.

Explore studies on virtual recruitment, remote onboarding, employee well-being, and technological innovations in the healthcare sector,

### Case Study Analysis:

Select multiple healthcare organizations as case study subjects that represent diversity in size, geographical location, and specialization within the industry.

Explore the talent acquisition and onboarding processes implemented by these organizations before, during, and post-pandemic, focusing on key changes, challenges faced, and outcomes achieved.

### Data Collection:

Gather data on recruitment metrics, onboarding timelines, satisfaction levels, and performance indicators to assess the effectiveness of different practices.

Utilize both primary data from interviews and surveys and secondary data from organizational reports and public resources to provide a comprehensive analysis.

### Quantitative Analysis:

Analyze quantitative data collected through surveys to identify trends, patterns, and correlations concerning talent acquisition and onboarding practices in the healthcare industry.

Utilize statistical tools to quantify the impact of different recruitment and onboarding strategies on organizational outcomes and employee satisfaction.

### Qualitative Analysis:

Conduct thematic analysis of interview transcripts to extract key themes, challenges, and success factors related to talent practices in the healthcare sector.

Interpret qualitative data to provide in-depth insights into stakeholder perspectives, experiences, and recommendations for future improvements.

### Comparison and Synthesis:

Compare the pre-pandemic, during-pandemic, and post-pandemic practices across the case study organizations to identify commonalities, differences, and evolving trends in talent acquisition and onboarding.

Synthesize the findings to draw conclusions on the effectiveness of different strategies, the impact of the pandemic, and recommendations for enhancing talent practices in the healthcare industry.

## CASE STUDY 2: The Financial Statement Analysis of Johnson and Johnson

### ABSTRACT

Johnson & Johnson, a renowned conglomerate involved in the production of healthcare products, medical devices, and pharmaceuticals, has a longstanding reputation in the



industry. However, the company faced significant challenges in the past year due to a series of product recalls resulting from quality issues and substandard manufacturing hygiene conditions. Consequently, the company's reputation and financial performance have been adversely affected.

Analyzing Johnson & Johnson's financial situation over the last five years, considering the impact of these challenges and the recent halt in vaccine production due to the COVID-19 pandemic, it's important to assess whether these turmoil have had a negative impact on the company's financial health. By calculating and analyzing the company's financial ratios, a comprehensive evaluation of Johnson & Johnson's overall financial performance can be obtained.

The findings from this analysis reveal that despite the recent challenges, Johnson & Johnson has demonstrated resilience and financial stability. The company has reported consistent growth in overall profits in recent years, attributed to effective marketing and management strategies. This suggests that Johnson & Johnson remains an attractive investment opportunity for potential investors.

However, it is crucial to consider the long-term implications of the company's damaged reputation and product quality issues. Failure to address these concerns and restore consumer trust may have a detrimental impact on the company's value and long-term financial performance.

In conclusion, while Johnson & Johnson has shown financial resilience in the face of recent challenges, the company needs to prioritize reputation management and product quality improvement to secure its long-term financial standing and investor confidence.

<https://www.researchgate.net>

## Introduction:

### Background

The global economy experienced a significant downturn due to the COVID-19 pandemic, leading to disruptions in production and a marked decrease in consumer demand across various industries. However, the pharmaceutical sector, uniquely positioned with high global demand for medical supplies, remained relatively resilient amidst the economic volatility. Companies

such as Johnson & Johnson, engaged in the manufacturing of medical devices and pharmaceutical research and development, were expected to benefit from the increased demand for medical products during the crisis. This essay aims to investigate the financial status of Johnson & Johnson within the context of the pandemic, taking into account the cessation of the company's vaccine production in 2021 as a pivotal factor impacting its financial situation.

## Contextual Challenges

The discontinuation of vaccine production in the midst of the pandemic introduces a particularly precarious and uncertain context. In such circumstances, the quality of information in various industries may deteriorate, posing challenges for comprehensive financial analysis. To address these complexities, the data utilized in this analysis will not be limited to the company's annual reports but will also be sourced from third-party entities, including financial institutions. This approach is necessary, given the prevalence of bankruptcies and the potential for companies to obscure critical financial information through fraudulent practices and misrepresentation, thereby elevating the risk associated with relying solely on company-provided financial statements.

### RELATED RESEARCH:

Alshehhi conducted a comprehensive analysis of Johnson & Johnson's financial ratios, encompassing liquidity, activity, debt, and profitability ratios. The examination of financial ratios provides vital insights into the company's performance and profitability, serving as crucial indicators for investors to assess the potential business value of the company.

Khalifa et al. examined the impact of the discontinuation of the New Crown vaccine production on Johnson & Johnson's financial position, considering the repercussions of recent scandals. They underscored the company's focus on New Crown vaccine development in response to the pandemic, emphasizing a thorough examination of the company's financial statements in recent years. Their conclusions highlighted the significance of investors scrutinizing the company's production lines and performance.

The MBA School Team delved into Johnson & Johnson's implied strategies, including its pricing and distribution strategies. Noteworthy was the company's pursuit of an affordable pricing strategy, reflecting its emphasis on gauging consumer purchasing ability. Additionally, the company's global presence highlights the strategic establishment of local subsidiaries to

better understand and integrate into diverse cultural contexts, alongside a robust marketing strategy that leverages various media channels to enhance brand awareness.

Lefebvre highlighted the challenges in determining the factors that drive competitiveness in the US healthcare industry due to limited available data. Emphasizing the industry's competitiveness in relation to availability, appeal, and the attraction of students to healthcare careers, the study recommended improving industry salaries and benefits to enhance competitiveness.

Wisdom underscored Johnson & Johnson's market dominance achieved through a differentiation strategy, attracting consumers through unique and quality products. Conversely, Eiliy<sup>1</sup>'s analysis focused on a price leadership strategy, noting the company's market following due to a lack of variety and uniqueness.

Taylor's evaluation of Johnson & Johnson's value chain identified the company's primary activities and emphasized the Importance of improving specific aspects of the company to maintain and enhance its competitive advantages.

<https://www.researchgate.net/>

## OBJECTIVE:

The subsequent section of the paper will utilize quantitative methodologies to assess Johnson & Johnson's liabilities, profitability, earnings per share, net worth, and the valuation of the company's Investments. The calculation of essential financial ratios will be employed as critical metrics for investors to gauge the company's financial health.

Following this, the third part will entail an analysis of the computed metrics from the prior section, delving into the rationales behind any observed changes. The discussion will encompass the company's strengths and weaknesses relative to other players in the same Industry sector.

In the fourth section, a comprehensive summary of Johnson & Johnson's present financial standing will be presented. This summary will offer insights into the company's investment potential, the risks it faces, and suggestions for other areas warranting consideration.

## METHODOLOGY:

The methodology employed in this paper will involve calculating various financial ratios using data extracted from Johnson & Johnson's financial statements and Yahoo Finance covering the period from 2017 to 2021. The financial ratios will be categorized into four main types: profitability ratios, investment ratios, liquidity ratios, and efficiency ratios.

### Profitability Ratios

#### ➤ Gross Profit Margin:

Formula:  $(\text{Gross Profit} / \text{Revenue}) \times 100\%$

This metric assesses the company's ability to manage production quantity, pricing, and material costs.

#### ➤ Net Profit Margin:

Formula:  $(\text{Net Profit} / \text{Revenue}) \times 100\%$

The net profit margin reflects Johnson & Johnson's profit levels, with a higher percentage indicating stronger financial performance.

#### ➤ Return on Equity (ROE):

Formula:  $(\text{Net income} / \text{Equity}) \times 100\%$

ROE measures the returns available to shareholders, with a higher value signifying more valuable income for shareholders.

#### ➤ Return on Capital Employed (ROCE):

Formula:  $(\text{PBIT} / \text{Capital Employed}) \times 100\%$

ROCE indicates the net income generated in relation to the capital employed, with increasing ROCE generally expected. Liquidity Ratios

#### ➤ Current Ratio:

Formula:  $\text{Current Assets} / \text{Current Liabilities}$

This ratio evaluates Johnson & Johnson's ability to meet short-term obligations and depicts the company's short-term cash cycle.

### Investment Ratio

#### ➤ Earnings Per Share (EPS):

Formula:  $\text{Profit after tax and preference dividends} / \text{Equity shares in issue}$

EPS provides insights into the earnings attributable to each outstanding share

## Efficiency Ratio

### ➤ Receivables Collection Period (On days):

Formula:  $(\text{Trade Receivables} / \text{Revenue}) \times 365$

This metric illustrates the company's efficiency in collecting receivables and managing its cash flow

By analyzing these ratios, investors can gain valuable insights into Johnson & Johnson's financial performance and make informed investment decisions.

## RESULTS AND DISCUSSION:

All Financial Data were collected from the financial statement of Johnson & Johnson. From Table 1 and Table 2, a positive trend can be found. The revenue of Johnson & Johnson was increasing over the past five years. The Gross profits also had an upward trend. And the Long-Term Debt declined. Compared to one of its competitors, Pfizer, Johnson & Johnson occupies a large market and has a better base. And Johnson & Johnson is more diversified than Pfizer. Johnson & Johnson's main businesses include health care, medical devices, skincare and beauty, and pharmaceuticals.

And then, through analyzing the financial ratio from 2017-2021 of Johnson & Johnson, the current financial situation of Johnson & Johnson can be observed and the financial problems that the company is currently facing can be determined, which will help managers to develop better solutions. Secondly, it is convenient to compare with other companies in the same industry, which can give a better understanding of Johnson & Johnson's situation in the whole industry.

11 <https://www.researchgate.net/>

Table 1. Data from the income statement (Million\$)

Year	2021	2020	2019	2018	2017
Revenue	93,775	82,584	82,059	81,581	76,450
Gross Profit	63,920	54,157	54,503	54,490	51,011
Net Income	20,878	14,714	15,119	15,297	1,300
Interest Expense / Income	183	201	318	1,005	934

Table 2. Data from the balance sheet (Million\$)

Year	2021	2020	2019	2018	2017
------	------	------	------	------	------

Total Assets	182,018	174,894	157,728	152,954	157,303
Long-Term Debt	29,985	32,635	26,494	27,684	30,675
Shareholders' Equity	74,023	63,278	59,471	59,752	60,160
Total Current Assets	60,979	51,237	45,274	46,033	43,088
Total Current Liabilities	45,226	42,493	35,964	31,230	30,537
Shares Outstanding (Basic)	2.632	2.633	2.645	2,682	2.692

For the profitability ratios detailed in Table 3, there have been relatively minor changes in the gross profit margin over the past five years, with fluctuations of no more than two percentage points. Notably, the net profit margin exhibited significant improvements, escalating from 1.7% to 18.75% as indicated in the information extracted from JNJ's 2018 annual report.

Table 4 displays a notable upsurge in the beauty, OTC, and Oral Care segments in 2018. Specifically, Johnson &

Johnson experienced a 12.4% growth in its Pharmaceuticals division sales in 2018 compared to 2017, reaching \$4.07 billion. This surge in division sales substantially contributed to the company's overall net profit increase. Moreover, in 2021, there was a substantial enhancement in the net profit margin, soaring from 17.82% to 22.26%, attributable to heightened sales performance in the medical devices sector, which experienced a 17.9% surge compared to 2020.

Table 3. Profitability ratio

Beauty	4382	4200	3897	4.30%	7.8
OTC	4334	4216	3977	5.9	3.7
Baby care	1858	1916	2001	-3	
Oral Care	1555	1531	1568	1.6	
Women's Health	1049	1050	1076	-	-1.6
Wound Care/Other	675	779	797	-13.4	-2.3
Total consumer sales	13853	13307	13307	1.8	2.2
Profitability ratio	2017	2018	2019	2020	2021
Gross profit margin	66.72%	66.79%	66.42%	65.58%	68.16%
Net profit margin	1.7%	18.75%	18.42%	17.82%	22.26%
Return on equity	1.88%	24.42%	25.47%	27.37%	26.59%

Table 4. Major consumer franchise Sales (Dollars in Millions)

The pharmaceutical Industry has experienced a steady upward trajectory, driven by increased sales in the medical devices and manufacturing sector, specifically due to the impact of the New Crown epidemic. Johnson & Johnson, as a major medical device supplier, saw a substantial rise in net profit through 2021, partly fueled by the escalating demand for medical resources and devices linked to the expanding epidemic. Furthermore, the company's development and production of the Covid-19 vaccine in recent years objectively boosted its annual revenue, driven by the surging popularity and demand for the vaccine. The pharmaceutical and medical device industry as a whole has showcased consistent profitability, reflected in a notable increase in return on equity, which surged by 24.71% by 2021 compared to 2017. This positive performance serves as an attractive indicator for potential investors, positioning the company favorably. In contrast, Pfizer, a competitor of Johnson & Johnson, witnessed a rise in total revenue driven by the significant contribution of Pfizer vaccines. Despite Pfizer's revenue growth, Johnson & Johnson outshines the competition due to its product diversity and substantial industrial advantage.

For the Liquidity ratio detailed in Table 5, the current ratio saw a decline to 1.26 in 2019, primarily attributable to reduced liquidity resulting from Johnson & Johnson's increased investments that year. These investments included asset acquisitions, device and land purchases, and substantial funding allocated to the development of the Covid-19 vaccine alongside other pharmaceuticals.

Table 5. Liquidity ratio

		2018	2019	2020	2021
Current ratio	1.41	1.47	1.26	1.21	1.35
Liquidity ratio	2017				
Current ratio					

<https://www.researchgate.net/>

Concerning the Investment ratio shown in Table 6, Johnson & Johnson's stock price demonstrated a notable increase, particularly in 2018, reflecting the company's augmented investments in research and development. This investment bolstered the company's healthcare revenue significantly compared to 2017, indicative of improved profitability.

Table 6. Investment ratio

Investment ratio	2017	2018	2019	2020	2021
EPS	0.47	5.61	5.63	5.51	7.81

Regarding the Efficiency ratio presented in Table 7, Johnson & Johnson's average collection period stood at approximately 60 days. This stable collection period signifies the company's overall revenue stability and ensures adequate short-term fund availability for ongoing operations.

Table 7. Efficiency ratio

Efficiency ratio	2017	2018	2019	2020	2021
Receivable collection period (in days)	64	63	64	60	58

<https://www.researchgate.net/>

## CONCLUSION:

Johnson & Johnson's sustained and positive growth trajectory is underpinned by the diverse range of its products, witnessing consistent expansion across all sectors, notably in pharmaceuticals and medical devices. With the recent impact of the New Crown epidemic, the pharmaceutical segment of Johnson & Johnson is poised for continued growth. This promising outlook positions Johnson & Johnson as an attractive investment opportunity, highlighted by the company's continual increase in return on equity, signifying robust profits in recent periods.

However, the announcement of Johnson & Johnson discontinuing the production of the Covid19 vaccine in 2020, citing an oversupply and a strategic shift towards more profitable vaccines, raised concerns. Reports of adverse side effects experienced by a few vaccine recipients have tarnished the company's reputation, compounded by previous scandals. To rebuild trust and bolster profitability, Johnson & Johnson should intensify investments in research and development, potentially securing patents for innovative vaccines or treatments. Ensuring product quality is paramount to maintaining customer loyalty, while fostering product innovation can attract both investors and consumers alike.

Moving forward, future research avenues could explore diversification strategies for Johnson & Johnson into new sectors and industries, offering opportunities not only to enhance corporate reputation but also to drive profitability through strategic investments.

<https://www.researchgate.net/>

### CASE STUDY 3 : COVID-19 oriented HRM strategies influence on job and organizational performance through job-related attitudes



## ABSTRACT:

The challenges posed by the COVID-19 crisis necessitated significant organizational changes to ensure operational continuity. Job performance emerged as a crucial factor influencing the overall organizational performance during this period. Sustaining and enhancing job performance amidst the COVID-19 pandemic presented a formidable task for organizations, given the adverse effects on employees, leading to heightened stress and feelings of insecurity. In response, HRM specialists have assumed a pivotal role in devising HRM strategies tailored to foster positive job-related attitudes, thereby enhancing job performance amid the crisis.

This study seeks to elucidate the impact of COVID-19-focused HRM strategies on job performance through key job-related attitudes such as work motivation, job satisfaction, and organizational commitment during the organizational crisis triggered by the pandemic. Conducted across 378 organizations operating in Poland during the second wave of the COVID-19 pandemic, the study employed IBM SPSS for descriptive statistics and IBM AMOS for path analysis to validate the hypotheses. The findings indicate that a cohesive blend of "hard" HRM strategies pertaining to financial aspects and "soft" HRM strategies focused on employee well-being during the crisis yields optimal results in shaping job performance through cultivating positive job-related attitudes, consequently bolstering organizational performance.

This research enriches understanding regarding the formulation of COVID-19-specific HRM strategies and their potential practical implications in organizational contexts.

<https://www.ncbi.nlm.nih.gov>

## INTRODUCTION:

Employees represent a pivotal asset for contemporary organizations driving the achievement of strategic, tactical, and operational objectives, ultimately influencing the organization's performance across various areas [2]. The global COVID-19 pandemic, provoked by the SARS-CoV-2 virus, significantly altered the landscape of employee management [3, 4]. The necessity to enhance social distancing and restrict mobility to mitigate contagion risks compelled organizations to revamp their operational frameworks [5]. This entailed the reconfiguration of processes to facilitate remote work environments [6]. Employees encountered myriad challenges associated with remote work, including setting up home offices, adapting tools for virtual collaboration, transitioning business interactions online, and navigating virtual workspaces [7]. These shifts fundamentally transformed work perceptions and performance dynamics.

Despite extensive scholarly inquiries, the comprehensive ramifications of the COVID-19-induced changes within organizations remain undiscovered. Prior studies ambiguously portray the influence of organizational transformations on employee performance and, consequently, organizational outcomes. Some research highlights adverse effects, such as job insecurity, heightened stress levels, limitations in remote work tools, technical glitches, yearning for the traditional work setup, challenges in team bonding, and disrupted work-life balance that could impede employee performance [8—10]. Organizations also anticipate negative repercussions, as evidenced by 46% of Chinese enterprises foreseeing reduced performance due to the pandemic [11]. Conversely, there exists substantial evidence of positive outcomes. Studies have indicated that remote work benefits, like flexible schedules, elimination of commuting, and access to global talent pools, enhance employee productivity [9]. Similarly, remote work is associated with elevated productivity, job satisfaction, and output quality, ultimately enhancing job performance and, subsequently, organizational effectiveness [11].

Given the conflicting findings and the existing research gaps, this study aims to explore the impact of COVID-19-specific Human Resource Management (HRM) strategies on organizational performance. Specifically, it will dissect the interplay between the implementation of COVID-19-focused HRM strategies, job performance, and organizational effectiveness. Additionally, the mediating influences of job-related attitudes, such as work motivation, job satisfaction, and organizational commitment, will be scrutinized. The proposed model, underpinned by empirical validation, seeks to bridge the identified research voids.

<https://www.ncbi.nlm.nih.gov>

## THEORETICAL BACKGROUND :

### Job Performance during COVID 19

In the context of the challenging modern economy, organizational performance has emerged as a focal point for contemporary organizations playing a crucial role in monitoring organizational progress. Within the realm of management sciences, organizational performance has garnered significant scholarly attention characterized as the organization's capacity to mobilize diverse resources (such as human, financial, and technical) to execute tasks and attain organizational objectives. This construct encompasses various facets of organizational outcomes, including financial performance, product market performance, and shareholder return, necessitating collaborative engagement across the entire organization. Consequently, individual organizational sectors (e.g., marketing, operations, strategy) are evaluated based on their contributions to organizational performance, with Human Resource Management (HRM) widely acknowledged as a key influencer of performance. Many

scholars underscore the pivotal role of HRM factors in shaping organizational performance, with job performance often highlighted as paramount .

Notable research by Ramezan et al illustrates a positive association between job performance and organizational performance. The study contends that differing aspects of job performance can impact various organizational dimensions. Decisions concerning resource allocation directly influence employee productivity and organizational performance by reducing turnover, promoting favorable employee behaviors, and enhancing overall employee task performance, subsequently bolstering organizational performance [18]. Similarly, Biefikowska et al. stress that organizations benefit greatly from highly proficient employees who enable efficient task completion and goal achievement [22]. Teece's [19] assertion regarding an organization's competence in generating, implementing, safeguarding, and leveraging intangible knowledge assets emphasizes the enhancement of superior organizational performance [23].

The ever-evolving operating environment presents constant challenges for modern organizations. Masa'deh et al. [24] assert that individual job performance stands at the core of organizational concerns, essential for ensuring continuity and success amidst adversity [24], notably emphasized during the COVID-19 pandemic. The crisis heightened operational uncertainty and environmental volatility, underscoring the significance of employee job performance in aiding organizations in weathering the pandemic ramifications [25]. However, reports also indicate a decline in job performance during the COVID-19 outbreak.

<https://www.ncbi.nlm.nih.gov>

Social isolation, a consequence of pandemic-induced precautions, indirectly impacts job performance according to Chaker et al.'s research on salespeople [26]. The study suggests that job-related knowledge, informal communication, and organizational loyalty mediate the relationship between social isolation and job performance, hindering development, learning opportunities, informal interactions, and organizational connectedness [26].

The pandemic-induced layoffs, particularly prevalent in industries like hospitality, evidenced negative repercussions on employee stress levels, subsequently diminishing in-role and extrarole performance according to Tu et al. [10]. Conversely, Shin et al. [128] conducted a comparative analysis on the effects of customer incivility on service employees' performance pre-pandemic versus during the pandemic. Their findings indicate a stronger indirect impact of customer incivility on job performance through emotional exhaustion during the pandemic [28].

Conversely, Vo-Thanh et al. [25] underscore the organizational role in enhancing job performance by linking satisfaction with the organization's COVID-19 response to job performance. The study reveals a positive correlation between satisfaction with the organization's crisis management actions and job performance. The authors posit that enhanced employee satisfaction with the organization's crisis responses instills greater confidence in their well-being, health, and job security, translating into improved performance [25]. Therefore, analyzing and identifying strategies for organizations to support employees in maintaining or enhancing job performance becomes critical for organizational survival.

<https://www.ncbi.nlm.nih.gov>

## COVID 19 ORIENTED HRM STRATEGIES:

In times of global crises like the COVID-19 pandemic, employees' psychological well-being is significantly impacted, leading to cumulative stress that can affect their performance, a critical aspect for organizations. As employees are the most essential asset for any organization, it is imperative for HR departments to address their well-being during health disasters like pandemics to counteract negative effects.

In such crises, the HR department plays a pivotal role in mitigating the pandemic's adverse effects on employees by engaging in crisis management planning and implementation, recognizing the value of employees as the organization's greatest asset [31]. Modern HRM approaches are considered more effective during turbulent times, with a focus on employee well-being to ensure high performance [34]. These approaches involve training employees in new skills, facilitating effective communication, and providing support activities like mentoring and coaching to enhance employee well-being, even amid crisis situations.

The implementation of a mixed HRM model—that combines both 'soft' practices prioritizing employee well-being and "hard" practices related to financial adjustments is viewed as the most effective strategy to mitigate the negative impacts of the pandemic on employees [45]. This approach aims to maximize employee performance and efficiency through motivation and engagement while also ensuring organizational resilience by managing operational costs during crisis periods [45]. This integration of practices aims to address employee needs while ensuring organizational stability.

In the current context, detailing HRM strategies crucial for organizations navigating the challenges of the COVID-19 pandemic to maintain and enhance job performance involves addressing three key areas: securing skilled personnel, adapting to the evolving landscape, and safeguarding stakeholder well-being.

**Securing Qualified Staff:** Focus on hiring practices and employee development to ensure a competent workforce. Consider tailored recruitment strategies, professional development opportunities, and skill-building initiatives to nurture talent effectively.

Adapting the Organization to the New Reality: Implement strategies to adapt work processes to the changing environment. Embrace digitalization by transitioning to virtual platforms, redesigning job roles to align with new requirements, and providing necessary tools and training (such as COVID- 19 protocols) to facilitate employee adaptation.

Ensuring Stakeholder Well-being: Prioritize effective communication channels to maintain a smooth flow of information. Additionally, extend support to internal and external entities by emphasizing employee well-being Initiatives and upholding corporate social responsibility practices.

<https://www.ncbi.nlm.nih.gov>

## HIRING:

It is Indeed a challenge to devise an action plan in response to the uncertainties posed by the COVID-19 pandemic, especially in predicting its financial impact on organizations. To protect their financial aspects, many organizations opt to freeze various expenses, Including dedicated hiring costs . The staffing aspect involves essential HRM activities such as recruitment and selection, reflecting the organization's business sentiment and future prospects after the pandemic subsides .

Due to the heightened uncertainty and instability, organizations struggle to accurately predict their staffing needs even in the short term, highlighting the multifactorial nature of staffing dynamics influenced by market demand and regulatory factors, demanding adaptability from the HR department . The most commonly adopted strategy in response to the crisis is the freezing of new employee recruitment, either partially or entirely, attributed to the anticipated reduction in aggregate demand due to the crisis . For instance, data from the U.S. LinkUp portal indicated a substantial decrease in job advertisements during the pandemic, showcasing organizations' responses to the anticipated decline in demand .

These actions primarily aim to protect current employees and minimize disruption to the organization amid the ever-changing socio-economic conditions

## EMPLOYEE DEVELOPMENT:

It is undeniable that employees play a vital role in the success and productivity of any organization, which is why significant investments are made in their development [51]. Employee development not only enhances their skills but also contributes to the overall progress of the organization, as more productive employees lead to Improved organizational outcomes [52]. However, during times of crisis, organizations often take drastic measures to ensure survival in the market, which may reduce the organization's flexibility [53].

During these challenging times, the HR department plays a crucial role in mitigating the aftermath of the crisis by minimizing stress among employees, while still investing in human capital and strategically minimizing costs [54]. This can result in a reduction of additional costs

related to benefits, promotions, and employee development, even though these are considered effective means of supporting employee performance [54]. Consequently, the crisis may limit opportunities for employee development and promotions, potentially leading to employee dissatisfaction. To address this, HR departments may need to deploy tools such as offering alternative job arrangements, part-time positions, or flexible working hours to provide employees with a sense of security and stability during the crisis

By prioritizing these measures, the impact of reducing development and promotion opportunities during the crisis can be mitigated, thus maintaining employees' performance and intention to remain with the organization.

<https://www.ncbi.nlm.nih.gov>

### DIGITALISATION:

Under the challenging circumstances of the COVID-19 pandemic, organizations have had to swiftly adapt and implement restructuring measures to mitigate its negative impacts [57]. One prominent solution that has emerged is the increased digitalization within organizations, which has proven effective in overcoming or minimizing the adverse effects of the pandemic.

The rapid transition towards digitalization has compelled organizations to swiftly shift their operations online and enhance their information systems to sustain functionality. Digitalization involves integrating advanced technologies and merging physical with digital systems, facilitating organizational transformation through the adoption of digital technology. This transformation manifests in various forms such as digital artifacts, platforms, business models, and encompassing human resources management.

Embracing digital technology at scale is seen as a means to enhance organizational flexibility, resilience, and dynamic capabilities, thereby gaining a competitive edge amid evolving environments. The strategic implementation of digitalization has proven vital during the pandemic, offering organizations new growth opportunities and enabling them to navigate the crisis period successfully. By leveraging digitalization, organizations have identified innovative ways to utilize new technologies, reconfigure resources, and adapt HRM processes like recruitment and onboarding to ensure the safety and well-being of employees while maintaining operational effectiveness and sustainability.

### JOB REDESIGN:

Job design is a crucial aspect of HRM, encompassing structural, social, and environmental considerations that impact employees within the workplace [71]. With factors like management style, working conditions, technology usage, and external dynamics influencing job roles, consistent review and redesign of job designs become essential for organizational effectiveness.

The global impact of the COVID-19 pandemic has necessitated significant changes in job design across organizations, requiring HRM professionals to realign operations and support employees in adapting to new working conditions for long-term benefit [72].

Many organizations swiftly adjusted their work processes during the pandemic, incorporating new technologies, transitioning to remote or hybrid work setups, reducing physical interactions, and providing less direct supervision and support to employees. These changes in job design extend beyond the integration of technologies, often altering task conceptualization and execution methods, such as conducting online patient consultations or providing online customer service for restaurants [73]. Job redesigning is critical in adapting to evolving work environments, especially during crises like the COVID-19 pandemic.

<https://www.ncbi.nlm.nih.gov>

### HYPOTHESIS DEVELOPMENT:

➤ HRM strategies influence job and organizational performance through motivation

H1: COVID-19 oriented HRM strategies influence job performance through work motivation.

The mechanism of HRM strategies influencing job performance can be clarified by analyzing the mediating role of work motivation within the theoretical background described above.

Chosen HRM strategies themselves have a positive impact on employees' job performance [128]. However, it is important to consider work motivation, which refers to employees' motivation level to perform work effectively [129], as a crucial factor, influenced by external elements including the organization's environment and culture, including HRM practices.

HRM strategies encompass a range of practices that help organizations effectively manage employees from selection to exit [130, 131]. In a modern approach to personnel management, HRM involves line management in cultivating organizational commitment and work motivation. Well-chosen HRM practices serve as a remedy for motivating employees, influencing their knowledge, attitudes, and behaviors.

Conducting additional actions to instill employees with a sense of security and satisfaction, such as ensuring comfort in the workplace or remote work arrangements, promoting well-being, fostering positive employee relationships, integrating new technologies effectively, and enabling proper communication processes, can help alleviate the anxieties caused by the COVID-19 pandemic and contribute to boosting work motivation [132, 133]. Consequently, employees' enhanced work perceptions may motivate them to invest maximum effort in their work to achieve their personal goals, thereby optimizing their job performance.

Researchers have acknowledged that HRM strategies directly impact employee motivation, conduct, and skill enhancement, subsequently boosting their performance and overall organizational effectiveness [130]. Therefore, nurturing employees' work motivation leads to elevated job performance and cost-effectiveness, maximally leveraging employees' potential.

<https://www.ncbi.nlm.nih.gov>

➤ HRM strategies influence job and organizational performance through satisfaction

H2: HRM strategies tailored to COVID-19 positively impact job performance via the mediating influence of job satisfaction.

Certainly, verifying the mechanism of the effect of HRM strategies on job performance, accounting for the mediating role of job satisfaction, is a worthwhile endeavor.

Job satisfaction embodies employees' contentment and positive emotions toward their work [135, 136], influenced by various work-related experiences. The elevated stress and uncertainty stemming from the COVID-19 pandemic pose significant challenges to reinforcing job satisfaction [137]. Selecting appropriate HRM practices is crucial in providing employees with support and addressing their needs to cultivate job satisfaction. HRM practices are designed to harness and position human capital effectively to achieve long-term objectives, offering employees various benefits, thereby bolstering job satisfaction [138]. Job satisfaction encompasses aspects such as relationships with superiors, compensation, growth opportunities, and co-worker relationships, all of which are significantly shaped by HRM strategies.

Fulfilling employees' needs serves as an incentive to motivate them to enhance their daily work performance [135]. Numerous studies underscore the impact of HRM practices on job satisfaction and the resulting positive influence on employees' job performance. It is well-documented that Job-satisfied employees are more likely to exhibit high performance. Those who hold favorable perceptions about the organization and their roles tend to display heightened task engagement, reflecting superior performance [143]. Therefore, maintaining a high level of job satisfaction among employees is fundamental in cultivating and sustaining quality performance.

<https://www.ncbi.nlm.nih.gov>

## RESEARCH METHODOLOGY:

The data collection process and the attributes of the research sample were as follows:

To accomplish the objectives of the study and validate the hypotheses, a questionnaire-based study was carried out during the final quarter of 2020, which involved two essential stages. The initial stage comprised a pilot study aimed at assessing the quality of the research tool. Pilot studies are integral to ensuring the reliability of the questionnaire as a research method [164]. In this phase, 25 managers served as competent judges to provide feedback. Their input



facilitated enhancements to the research tool used in the subsequent main stage, thus mitigating common method biases.

The primary phase of the research encompassed 378 organizations operating 111 Poland. The study was executed using the CAWI (Computer-Assisted Web Interview) method. The elements of the sample were purposefully selected, with the geographic scope of operations being the sole limitation. To alleviate non-response bias, a professional respondents' panel was employed. Notably, while the size of the organization and its primary source of Income were not decisive factors for inclusion in the research sample, they were nonetheless examined.

<https://www.ncbi.nlm.nih.gov>

## CONCLUSION:

The article delves into the crucial role of COVID-19 oriented HRM strategies in shaping job performance and organizational performance through job-related attitudes in crisis times, notably shedding light on the significance of these strategies for organizational sustainability.

The research conducted focused on identifying a combination of "soft" HRM strategies that prioritize employee satisfaction, well-being, and readiness for changed work conditions, and "hard" HRM strategies that involve cost-saving measures like hiring freezes and reduced training budgets. This blend aims to instill a sense of security in employees during crises, leading to enhanced job performance and organizational effectiveness.

While the study had limitations—such as the scope being limited to 378 Polish organizations during the second wave of the pandemic—it still serves as a foundational step for future exploration. Recommendations include expanding research to different countries, exploring additional job-related attitudes like turnover intentions and organizational trust, and incorporating aspects of leadership and employee characteristics.

Practically, the research offers valuable insights for organizations, guiding them on managing HRM strategies amidst COVID-19, emphasizing employment security considerations, employee development approaches, transitioning to remote work setups, and adapting communication processes to pandemic-induced needs. Addressing stakeholder well-being, employee wellness, and corporate social responsibility are also highlighted as crucial components for organizational success during crisis periods.

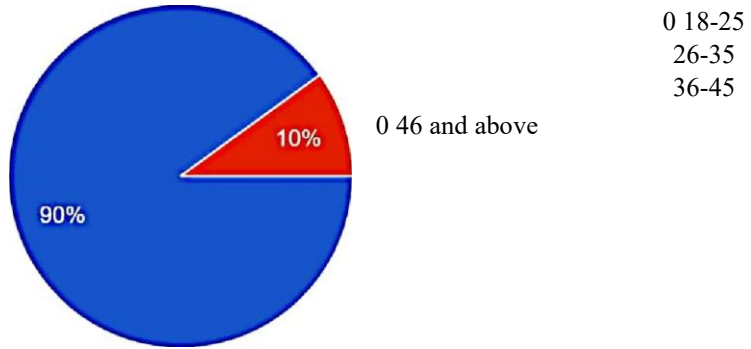
In conclusion, the study underlines the significance of specific HRM strategies in bolstering job performance and organizational effectiveness, regardless of organizational size or primary income source.

<https://www.ncbi.nlm.nih.gov>

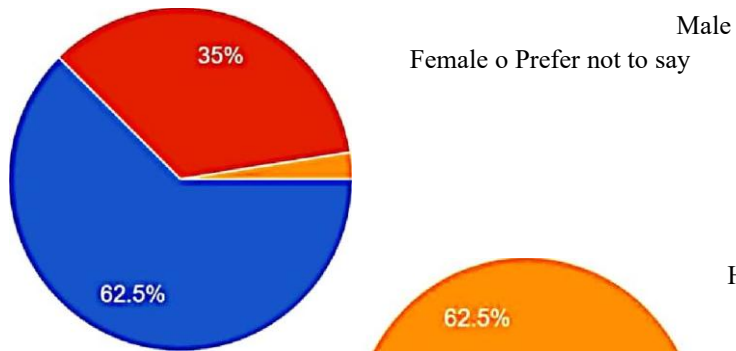
## **SURVEY ANALYSIS:**

**EVOLUTION OR CHANGE IN TALENT ACQUISITION PRACTICES BEFORE, DURING AND AFTER THE COVID PANDEMIC**

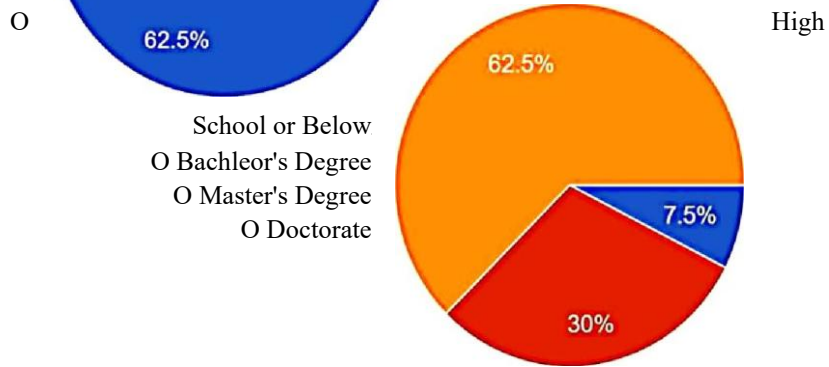
Age  
40 responses



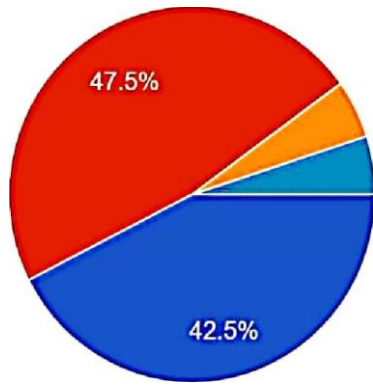
Gender  
40 responses



Education Level  
40 responses



Occupation  
40 responses

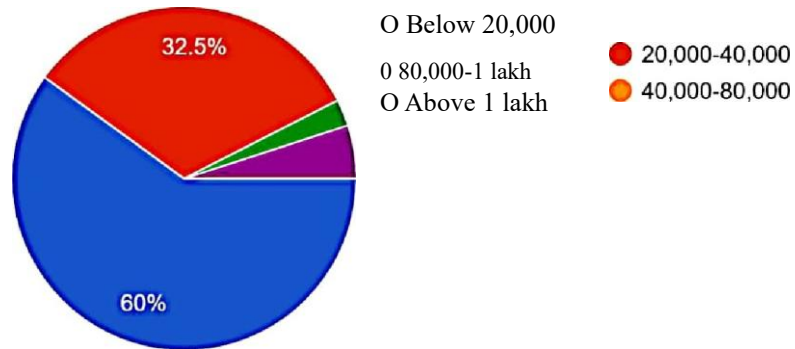


- Student
- Employed
- Entrepreneur
- Homemaker
- Retired
- Unemployed

Monthly Income Note: if you are a student or currently unemployed , Kindly choose the option

"Below Rs 20,000"

40 responses



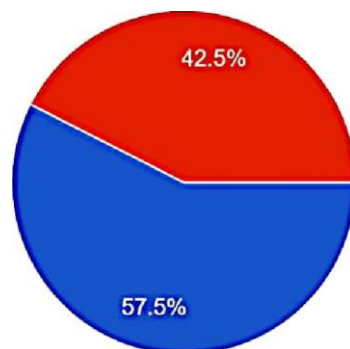
### BEFORE THE PANDEMIC

Before the COVID-19 pandemic, have you actively sought job opportunities or internships?

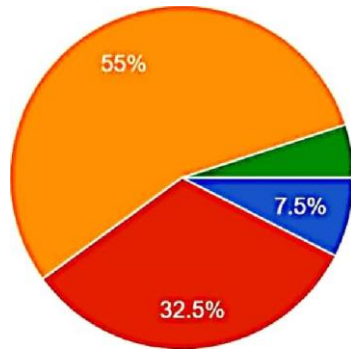
40 responses

If yes, how  
talent

40 responses



O YES  
NO  
would you describe your experiences with the  
acquisition process before the pandemic?

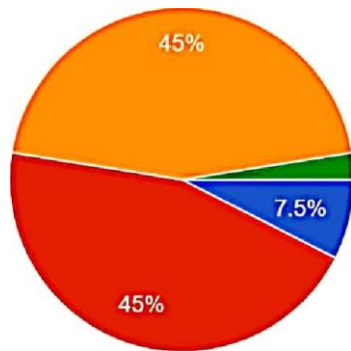


- O Very Positive
- Positive
- Neutral
- O Negative
- O Very Negative

How would you rate the effectiveness of the onboarding process for any positions you secured before the pandemic?

40 responses

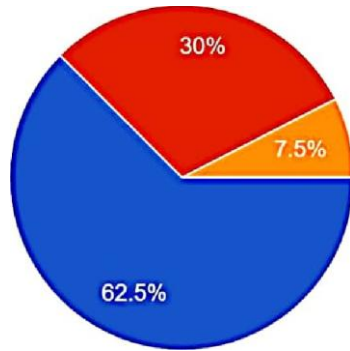
DURING THE



- O Very Effective
  - O Effective
  - o Neutral
  - O Ineffective
  - Very Ineffective
- PANDEMIC

Did you continue to seek job opportunities or internships during the COVID-19 pandemic?  
40 responses

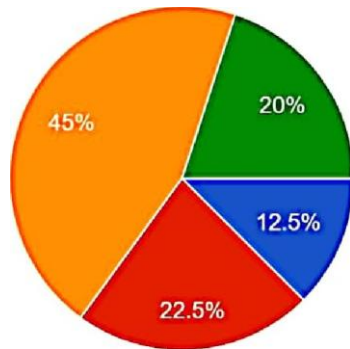
continue to seek job opportunities or internships during the COVID-19 pandemic?



O Yes  
Maybe

If yes, how would you describe your experiences with the talent acquisition process during the pandemic?

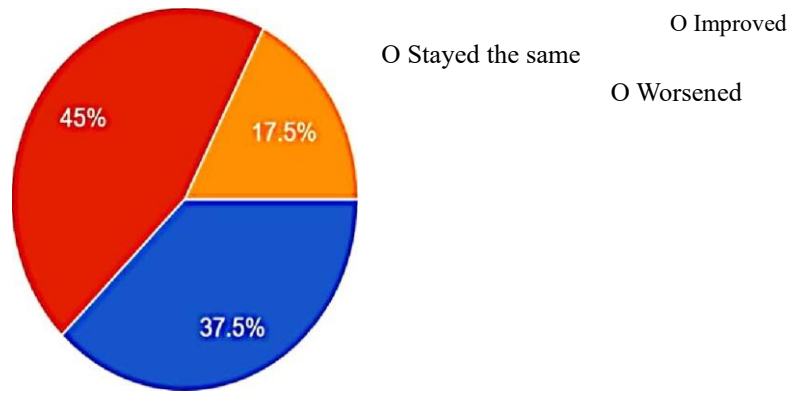
40 responses



O Very Positive  
Positive o Neutral  
O Negative  
● Very Negative

How did the pandemic affect your onboarding experience, if you secured a position during this time?  
40 responses

How did the pandemic affect your onboarding experience, if you secured a position during this time?



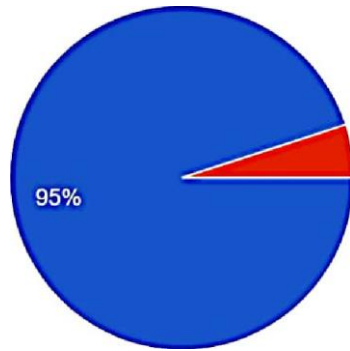
### POST PANDEMIC AND RECENT EXPERIENCES

Have you observed any changes in the job market for students and recent graduates in the post-pandemic period?

40 responses



If yes, what availability,  
40 responses



skills and proficiency of recruitment processes

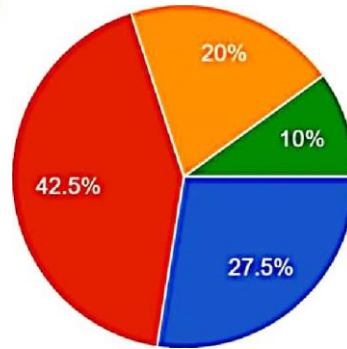
Enhanced focus on health support

Heightened diversity, equity, initiatives

specific changes have you noticed in terms of job recruitment processes, or employer expectations?

Yes

No



increased reliance on remote work opportunities

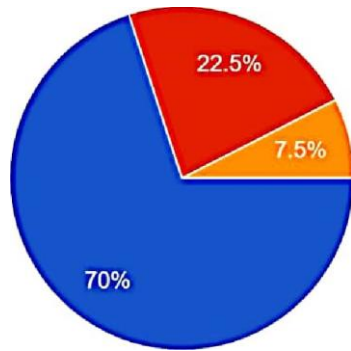
Rise in demand for digital Expansion of virtual

employee well-being and mental

emphasis on and inclusion

How important do you think remote work or flexible work arrangements have become in the post-pandemic job market?

40 responses



O Very Important  
Some what Important o Not very Important  
O Not Important at all

## REFERENCES:

<https://en.wikipedia.org> <https://publichealth.jhu.edu>

<https://www.researchgate.net/> <https://www.getmerlin.in/>

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9007351/>

<https://papers.ssrn.com/s013/papers.cfm?abstractid=3896177>

THANK YOU..