



Call for Papers: Reinventing, Reimagining, and Reshaping Human Resources Management Systems

The COVID-19 pandemic has acted as a disruptor, redefining the area of human resources management (HRM) in organisations.^{1,2,3,4} On the other hand, over the past few years, HR has proven to be the cornerstone of every business' day-to-day functioning⁵. Still, the last three years of radical changes determined the need to re-evaluate beliefs and attitudes, and redefine the required competences and talents in organizations, putting a huge pressure on HR managers. The usual activities and decision-making processes have developed in a new context, with new rules and restrictions and employees' safety, health, and wellbeing have become priorities. Skills became the “new currency” in this unpredictable age. Accordingly, HR learning and development has become a challenging activity; employees are expected to take more responsibility for enhancing their skills and adding new ones to meet current job demands, prepare for leadership opportunities, and ensure their own employability to move and adapt within and between organizations as needed.⁶

HR practitioners have been pushed to reimagine and reinvent their managerial practices, and working practices are remote when possible. The recently published Gartner's report on [Human Resources Top 5 Priorities for HR Leaders in 2023 - Actionable and objective advice to tackle top HR challenges](#) has demonstrated new tendencies and major changes in HRM practices. The results of the survey with more than 800 HR leaders across 60 countries and all major industries emphasize that most respondents put “leader and manager effectiveness” on their list, but many HR leaders prioritize “organizational design and change management, employee experience, recruiting and future of work”. Furthermore, the current European Skills Agenda (defined for 2020–2025) supports individuals and organizations in redefining, reshaping, and rethinking their management competences. The agenda has taken into consideration: the sustainable competitiveness, as set out in the [European Green Deal \(2019\)](#); the social fairness as defined by the first principle of the [European Pillar of Social Rights \(2021\)](#): “access to education, training and lifelong learning for everybody, everywhere in the European Union”; and building resilience to react to crises, based on the [lessons learned during the COVID-19 pandemic](#) (2020). In addition, emerging technologies such as Artificial Intelligence (AI), Machine Learning, cloud computing and technologies, the Internet of Things (IoT), social web, mobility, robotics, and blockchain are estimated to enable a technological revolution that will transform all human activities and systems, as announced by the Society 5.0 and Education 5.0 paradigms by supporting ubiquitous service that will be more and more human-centric.

¹ Gartner Report (2020). [Future of work trends post-COVID-19. Long-term impact and actions for HR.](#)

² Raheja R (2021). [L&D trends that will define the segment in 2021.](#) *People Matters Digital Magazine.*

³ Edvardsson IR & Durst S (2021). Human resource management in crisis situations: a systematic literature review. *Sustainability*, 13(22), 12406.

⁴ Liang X, et al. (2022). A literature review of the COVID-19 pandemic's effect on sustainable HRM. *Sustainability*, 14(5), 2579.

⁵ PANGEO Predictions (2023). [Expert-fueled opinions on the trends that will shape 2023.](#)

⁶ Mikołajczyk K (2022). Changes in the approach to employee development in organisations as a result of the COVID-19 pandemic. *European Journal of Training and Development*, 46(5/6), 544-562.

In this context, [Human Systems Management](#) will publish a Special Issue on ***Reinventing, Reimagining, and Reshaping Human Resources Management Systems***, aiming to collect contributions about the following (but not limited to) topics:

- New and innovative practice of HRM in the post-pandemic context: outsourcing and services in HRM, re-inventing processes and activities of HRM, managing diversity in HRM;
- Resilience of HRM and well-being solutions and practices, safety, health, and comfort at work, anti-burnout solutions;
- Employee resilience: the antecedents and consequences for people and business;
- The impact of digital transformation on HRM practices;
- Artificial Intelligence, automation and robotization for and with HRM;
- Cultural intelligence as essential competence of HR in the global context;
- Remote work best practices that could be replicated and implemented in other organizations;
- The new requirements and practices of learning and development activities: collaborative learning, open education solutions for HRM, blend and hybrid learning experiences, lifelog learning;
- Skills sets that will be needed for our future;
- Competences-based HRM: reskilling and reshaping competences;
- Climate change awareness, crisis management and HRM practices;
- New trends in talent management - Attract, engage, and retain a diverse workforce;
- HR leadership, the new human-centric leaders.

The special issue relates to the [SIM 2023: 17th International Symposium in Management: Reinventing Management in Turbulent Times](#), 20-21 October 2023, Timisoara, Romania. Having a large audience, it is expected that this Special Issue will include valuable contributions and present research results achieved through international collaborative work and innovation. It is expected that the proposed papers to the special issue address these topics by presenting examples, best practices, and recent studies showing how emerging technologies are converting the HRM field in the post-pandemic area. Papers are invited from a range of fields, for example, they may be in strategic or operational HRM areas, education studies, organizational behaviour studies, or international macroeconomics studies. Furthermore, the challenges and opportunities for rethinking and reshaping organizations' human systems considering their roles and functions in the post-pandemic world will be encouraged as valuable contributions to the scientific debate of this special issue.

Journal information and submissions

Human Systems Management (HSM) is an interdisciplinary, international, refereed journal, offering applicable, scientific insight into reinventing business, civil-society and government organizations, through the sustainable development of high-technology processes and structures. Adhering to the highest civic, ethical and moral ideals, the journal promotes the emerging anthropocentric-sociocentric paradigm of societal human systems, rather than the pervasively mechanistic and organismic or medieval corporatism views of humankind's recent past.

Before submission, authors should carefully go through the [Author Guidelines](#). The review process will follow the journal's practice. Authors are requested to submit their manuscript electronically to the journal's [Editorial Management System](#). The manuscript should be uploaded as one file with tables and figures included. The submitted files must be editable (e.g., MS word). Please use the journal's [manuscript template](#).

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Guest editors

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