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HR Trends
HR Practices, Global HR

HR Scoops

BY HUMANAGERS
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HR TRENDS

The Great Realignment in India's Job Market



India's job market is undergoing a significant transformation driven by technological adoption, automation, and shifting sectoral demands. While IT services face global headwinds and increasing automation, sectors such as manufacturing, embedded engineering, and mechanical engineering are witnessing a resurgence. Smart factories and modern production facilities are replacing traditional setups, offering safer, more efficient, and intellectually stimulating work environments. HR professionals are now tasked with aligning talent strategies to this evolving landscape, ensuring that workforce planning anticipates sector-specific skill demands and supports organizational growth in emerging areas.

Addressing the 'Fawning' Behavior in the Workplace

'Fawning' behavior occurs when employees habitually agree to all requests, suppress personal opinions, and prioritize pleasing authority figures over authentic contribution. While it may appear as loyalty or high performance, this behavior often masks stress, fear of conflict, and potential burnout. HR leaders must create a psychologically safe work environment where employees can express ideas, challenge decisions respectfully, and set boundaries without fear of negative repercussions. Recognizing and addressing fawning not only improves employee well-being but also strengthens team innovation, collaboration, and long-term organizational resilience.



The Rise of 'Job Hugging' Phenomenon



'Job hugging' refers to employees staying in their current positions primarily due to fear—fear of economic instability, limited career alternatives, or an unpredictable job market—rather than genuine engagement or satisfaction. This phenomenon results in a disengaged workforce, where employees perform out of necessity rather than passion. HR departments need to recognize the underlying reasons for job hugging and implement strategies to boost motivation, engagement, and skill development. Initiatives like career

counseling, upskilling programs, and transparent communication about growth opportunities can help employees feel secure while fostering genuine commitment to their roles.

CXO MOVEMENTS

- Madhuri Mehta Appointed CHRO at Hero MotoCorp
- Prajakta Kanaglekar Joins Rakuten Symphony as Global CPO
- Subhashish Chakrabarty Becomes CPO at CaratLane
- Ravneet Singh elevated to GM and head-corporate HR, Tata Motors

HR PRACTICES

The Double-edged Sword of Competition

Competition at the workplace can act as a strong motivator, pushing employees to achieve more and improve their performance. However, if not managed carefully, it may also lead to mistrust, knowledge hoarding, and weakened teamwork, which ultimately hampers innovation and growth. The article by Radhika Sharma (HRKatha, Sept 25, 2025) stresses that organisations must strike the right balance between encouraging individual excellence and maintaining collaboration. This can be achieved by designing incentives that reward both personal achievements and team contributions, fostering psychological safety where employees feel free to share ideas and learn from mistakes, and promoting leadership behaviour that models openness and collective success. By shifting the focus from competing against peers to continuous self-improvement, organisations can channel competitive energy into a positive force that drives not only individual growth but also collective progress.



Employee Well-Being Initiatives Idea

- On-site Health Camps
- Healthy Canteen Options
- Cultural Evenings
- Learning for Life
- Family Day @ Workplace
- Employee Wellness Champion Award
- Mindful Mondays



How H-1B restrictions could accidentally create the world's next innovation superpower

The U.S. plan to impose a hefty \$100,000 fee on H-1B visas meant to reduce dependence on foreign workers could unintentionally accelerate India's rise as an innovation powerhouse. With visas becoming less attractive, multinational companies may expand their operations and R&D in India, where more than 1,700 Global Capability Centres (GCCs) are already evolving into hubs for advanced engineering, AI, and product development. This shift could help India move from being a global service provider to a creator of intellectual



property and cutting-edge technology. However, to fully harness this opportunity, India must strengthen infrastructure, invest in large-scale upskilling, promote entrepreneurship, and encourage a culture of innovation. If supported with the right policies and mindset, these restrictions could do what decades of strategy could not position India as the world's next innovation superpower.

How DS Group blends legacy with AI in leadership building



The 96-year-old DS Group, spanning FMCG, packaging, and hospitality, is blending its traditional values with digital innovation to prepare future-ready leaders. To achieve this, it has launched initiatives like ACE, a 14-week cross-functional leadership program; Disha, an AI-powered digital learning academy for personalised

upskilling; and TrenDSetter, a gamified national case competition that builds a talent pipeline. These programs are fostering collaboration, reverse mentoring, and self-driven learning, while Dost AI, the company's internal generative assistant, enhances knowledge management and decision-making. While digital tools and AI are driving momentum, DS Group faces the challenge of sustaining innovation without compromising its legacy. Success will depend on embedding leadership development into long-term strategy, leveraging continuous feedback, and aligning digital ambition with the organisation's enduring values.

GLOBAL HR

Citigroup Shifts 1,000 Tech Jobs to India Amid Global Overhaul



Citigroup recently announced the relocation of approximately 1,000 technology-related positions to India as part of a larger global restructuring initiative. This move highlights India's growing importance as a hub for technology and financial services, owing to its skilled workforce and cost-efficient operations. From an HR perspective, this shift underscores the challenges of global talent management, including cross-border onboarding, cultural integration, and retention strategies. For Indian professionals, it represents an increase in high-value job opportunities, while the organization benefits from streamlined operations and access to specialized talent pools.

PwC Reduces Workforce in the Middle East Amid Strategic Realignment

PricewaterhouseCoopers (PwC) has laid off roughly 1,500 employees and 60 partners across its Middle East operations as part of a strategic realignment. This restructuring is linked to challenges in its partnerships and investments in the region. HR leaders face the complex task of managing workforce reductions while maintaining morale, supporting affected employees, and safeguarding the



organization's reputation. The move illustrates the growing emphasis on agile HR strategies that balance cost optimization with employee well-being, highlighting the critical role of communication, counseling, and redeployment in managing large-scale transitions.

Google Offers Buyouts to Employees to Streamline Operations



Google has initiated a voluntary buyout program targeting employees in marketing, research, communications, and engineering teams to reduce headcount and streamline operations. This approach reflects a strategic emphasis on operational efficiency while minimizing mandatory layoffs. From an HR standpoint, the initiative involves designing fair and transparent buyout packages, managing workforce sentiment, and planning for knowledge retention.

Additionally, it emphasizes proactive change management and the importance of clear communication to ensure organizational stability during periods of transformation.

IHS

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