CURRENT STATUS OF HUMAN RESOURCE MANAGEMENT ON COVID 19 CRISES

Shakila Ferdous[1], Md Masud Rana[2]

[1]*Lecturer, University of Brahmanbaria*
[2]*Officer, Janata Bank Lmited, Bangladesh*

ABSTRACT

Today's organizations have to remain alert and adaptive to unforeseen events, such as external crises, which create increased uncertainty among their workforce and pose immediate threats to the organizations' performance and viability. However, with the recent COVID-19 pandemic, organizations suddenly have to navigate the unprecedented and thereby find new solutions to challenges arising across many areas of their operations. In this article, we discusses some of these challenges, focusing on the implications COVID-19 has for human resource management (HRM) as organizations help their workforce cope with and adjust to their newly altered work environment. The purpose of this study is to explore challenges and opportunities of human resource management during covid 19 crisis. The research methodology is a qualitative methodology using semi-structured interviews with five HR (human resources) professionals in the Bangladesh. The semi-structured interviews address the areas of HR planning, reward management, performance management, training and development, health and safety and employee relations, and their change in an era of digital transformation. This study analyse the effect of covid 19 from the aspect of organisation and employee.

KEYWORDS: *Covid -19, Human Resource Management, Technological Transformation, Challenges, Satisfaction Level.*

INTRODUCTION

Organizations are faced with increasing uncertainty as they navigate today's "grand challenges", or highly significant challengess not typically confined to national, economic, or societal borders (Eisenhardt, Graebner, & Soneshein, 2016; Ferraro, Etzion, & Gehman, 2015). The grand challenges of today are diverse, involving a range of complex issues such as climate change, severe economic downturns, and political instability (George, Howard-Grenville, Joshi, & Tihanyi, 2016). In our interconnected world, these significant challengess can pose an immediate threat to organizations' vitality and survival, encouraging organizations to remain responsive and adaptive as they organize and manage their workforce. But with the recent outbreak of COVID19 ("Coronavirus (COVID-19)", 2020), organizations face a grand challenge of unparalleled proportions, one that forces them to dive into and directly manage unprecedented territory as they alter their workforce in technical, physical and socio-psychological ways not seen before. The COVID-19 pandemic has created a particularly challenging environment for human resource management (HRM) – with managers having to quickly venture into the "unknown unknowns" as they strive to help their workforce adapt to and cope with radical changes occurring in the work and social environment. For example, employee who formerly spent all or most of their time working inside their organization's physical boundaries now have to quickly adjust to remote work environments. Due to

shelter in place orders and the closure of nonessential businesses, even those who might be well adjusted to remote working conditions are now faced with their own unique challenges due to an inability to seek alternative workspaces (e.g., cafés, libraries, coworking-spaces) outside of the home itself. This has likely further limited the segmentation between work and private spheres leading to greater difficulties in "unplugging" from work demands (Chawla, MacGowan, Gabriel, & Podsakoff, 2020). Aside from the increased inability to separate work and private life, the closure of schools and childcare services has increased parental demands for employee, further blurring the lines between work and family spheres. While these work-family interconnections seem particularly demanding for employee with children, single and childless workers are not immune to the negative consequences of such altered working conditions, as they may be at greatest risk of loneliness, a felt lack of purpose, and associated negative effects on well-being (Achor, Kellerman, Reece, & Robichaux, 2018). At the same time, the current grand challenge of COVID-19 provides an opportune moment for management scholars to coordinate research efforts and turn them into actionable insights to support organizations in tackling one of the greatest challenges in modern history. It also offers scholars the exciting opportunity to look across disciplines for guidance and inspiration so that the unique HRM issues organizations currently face can be managed in an integrative way. For even if potential solutions exist, this

global challenges requires coordinated and integrated (research) action.

Community transmission of COVID-19 is happening in Bangladesh—the country which did not have a noteworthy health policy and legislative structures to combat a pandemic like COVID-19. Early strategic planning and groundwork for evolving and established challenges are crucial to assemble resources and react in an appropriate timely manner.

HR technology providers are increasingly designing applications for employee first, to enable workers to learn and develop, collaborate, share feedback, steer their careers, and even manage other people more effectively. The trend reflects a major shift from a decade ago, when vendors designed HR systems primarily to streamline HR administration, improve record-keeping, and help redesign HR processes. Today, digital technologies are transforming nearly every aspect of HR, from sourcing and recruiting to talent and performance management.

Digital technologies play an increasingly influential role in both the working lives of employee and human resource management (HRM), which is to be affected in multiple ways (Parry & Strohmeier, 2014). The purpose of this study is to discover the changing role of human resource management as a result of digital transformation. Digital transformation strategies can best be understood in a business centric perspective. These strategies have as their focus the transformation of products, processes and all organizational aspects as a result of new technology. Digital transformation strategies bring about changes to and have implications for business models as a whole (Matt et al., 2015). Similarly human resource management is also business centric and brings about change by adding value to organizations as a strategic partner, administrative expert and employee champion (Ulrich, 1997). Bengtsson & Bloom (2017) claim that whilst it is clear that digitalization is effecting organizations and human capital there has been little research about how digitalization is experienced by HR managers in practice. This research tries to address this gap in literature by studying the perspectives of HR managers. Another contribution of this research study is that it addresses critical factors for making a successful digital transformation. This area of study is still underexplored (Liu et al., 2011).

On the human resource management in a digital age, Palmer et al. (2017) claim that human resource management is as a result more varied, more people-oriented with the responsibility of designing diverse, challenging jobs to keep the young employee more engaged in their work. Digital transformation puts into questions the traditional ways the HR functions are carried out in organisations. Bell et al. (2006) state that the digital transformation has resulted in further implications for the role of HR, its capabilities and competencies. Furthermore, Larkin (2017) argues the change to the HR department that digital technology will bring will be all pervasive and omni-directional throughout every company. Consequently, digitalization affects HRM more than just through facilitating daily administrative work. The use of technology facilitates the actual HR functions (functions addressed in this study are: HR planning; recruitment and

selection; performance management; reward management; health and safety; employee relations; work design) however has also added new demands on the HR function as the latter ensures that the human capital in the organization is one that is aligned with the strategic needs of a digital era. Hays & Kearney (2001) write about how HRM is a field that is very sensitive to changes in the broad environment. They write how technological innovations push mainstream personnel techniques to their expiration date. HR Managers in an era of digitalization are loyal to traditional values however dedicate more time to managing information and mastering software (Human Resource Information Systems - HRIS). Technology is changing the way HR accesses, manipulates, transmits and store massive amounts of data.

REVIEW OF LITERATURE
As organizations navigate the challenges posed by COVID-19, they will also need to remain attentive to employee who might be disproportionately affected by current alterations of the work environment. Perhaps most notably, the changes we have witnessed in response to the current health crisis have already begun to exacerbate work-family conflict, which refers to "a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus & Beutell, 1985, p. 77). The past few years have witnessed an increasing interest in and application of family-friendly workplace practices such as flexible work arrangements, services including on-site childcare, and benefits that include childcare subsidies. These policies have been found to be important for reducing family to work conflict (Neal, Chapman, Ingersoll-Dayton, & Emlen, 1993), particularly among employee working from home (Golden, Veiga, & Simsek, 2006). Miles & Snow (1994) used the term strategic fit to emphasize that organizations need to find a match between their internal resources/capabilities and the demands of their external environments in order to enhance their competitive advantage. HR planning ensures that there is a strategic fit between the human resources of a company and the demands of digital transformation by forecasting the needs of a company in terms of resources and capabilities and setting the right goals to meet those needs. Action is taken by the HR department to recruit and select the required resources and capabilities to meet the demands of a digital era. Each business will have different transformational objectives so defining the digital transformation goals is an essential first step in determining the core business capabilities required to achieve the transformational objectives of a digital era. Stonehouse & Pemberton (2002) report that strategy-oriented planning comprises the establishment and design of organizational schemes that establish the flexible and general goals, techniques, and policies of a firm, which can bring the company what its leaders envision in the long term (Aldehayyat & Anchor, 2010). Moreover, strategy-oriented planning is seen as a required management tool in firms that intend to ensure that a suitable resource base is available to them, along with desirable places and times for achieving corporate goals. A study conducted by Gifford (2011) on the development of human resource revealed that Human resource

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planning identifies the skill requirements for various levels of jobs. A study by Mursi (2003) revealed that there isa significant and positive relationship between human resource planning and organizational performance. A study by Amaratunga (2012) on how human resource planning can Assuring Adequate staff levels found that a primary function of human resources planning is making certain that various company departments have sufficient staff to complete all the work required to meet the organization's goals. Anya, Umoh and Worlu (2017) studied human resource planning and organization performance in oil and gas firms in Port Harcourt Nigeria and found that human resource planning has a strong influence on organizational performance in forecasting future demand of business and environment which helps to manage human resource demand as required.

OBJECTIVES
1. To analyses Challenges faced by the human resource department in the organization during this covid19-situation
2. To analyses the satisfaction level of employee during this covid19-situation

RESEARCH METHODOLOGY
Research methodology refers that the method which used for this study. This study is descriptive in nature and makes use of a descriptive research design. Both primary and secondary data are used for this study. Primary data is collected through survey. Secondary data were collected from website, books, journals etc. Primary data was collected from 200 samples. The questionnaire constructed for organisation and employees as separately. So two structured questionnaire were prepared to analyse the challenges and satisfaction level of organisation as well as employees. The data were analyzed via SPSS 20.0 for Windows. Descriptive statistics were used

to describe and summarize the properties of the mass of data collected from the respondents. the methodology adopted in the research comprises of primary and secondary data and their systematic analysis. Confirmatory factor analysis (CFA), In this study, AMOS 18.0 was used and the SEM estimation procedure is maximum likelihood estimation. Structural equation modeling (SEM) is a statistical technique that takes a confirmatory approach to the analysis of a structural theory bearing on some phenomenon. SEM conveys two important aspects of the procedures: a) causal process under study is represented by a series of structural (regression) equations, and b) these structural relationships can be modelled to facilitate a clearer conceptualization of the theory under study. The hypothesized model is statistically tested simultaneously to examine its consistency with the data through goodness of fit measures. Regression analysis is the statistical tool to identify the relation between two or more variables. It is a quantitative tool. City Group, Concord Group, Jamuna Group, Jiban Bima group and Meghna Group of industries are the selected organisation for collecting the data.

DATA ANALYSIS AND INTERPRETATION
First objective of this study is to analyse the challenges faced by the human resource management in the organization during this covid19-situation. SEM is used to identify the challenges faced by the organisations during covid 19- crisis. That we test the hypothesis

H_1: Coordination and execution is a major challenge faced by the organisation during covid 19- crisis.

H_2: Relationship between managers and employee is a major challenge faced by the organisation during covid 19- crisis.

H_3: Employee training is a major challenge faced by the organisation during covid 19- crisis.

H_4: Employee retention is a major challenge faced by the organisation during covid 19- crisis.

Table 1 Model fit Indices for CFA Challenges faced by organisation

	χ^2	DF	P	Normed $\chi2$	GFI	AGFI	NFI	TLI	CFI	RMR	RMSEA
Challenges	4.210	2	.122	2.105	.989	.947	.746	.372	.791	.108	.075

(source: survey data)

All the attributes loaded significantly on the latent constructs. The value of the fit indices indicates a reasonable fit of the measurement model with data. In short the measurement model confirms to the factor structure of the constructs.

Table 2 Regression coefficient

Path	Estimate	CR	P	Variance explained
Coordination and execution ->Challenges	0.259	2.867	0.005	6.7
Relationship between managers and employee ->Challenges	0.246	2.717	0.008	6.0
Employee training ->Challenges	0.344	3.879	0.000	8.6
Employee retention ->Challenges	0.293	3.265	0.001	11.8

(source: survey data)

EPRA International Journal of Research and Development (IJRD)

The results exhibited in Table 4 .4 0 revealed that the standardised direct effect of the all construct on Challenges was less than 0.4 . So we accept the hypothesis H_1 to H_4 and conclude that Common challenges of organisation, Coordination and execution, Relationship between managers and employee, Employee training, Employee retention are the major challenges faced by the organisation during covid 19- crisis.

Second objective is to analyses the satisfaction of employee during this covid19-situation.

In other words we use SEM to test the following hypothesis
H_1: Timing leads to employee satisfaction.
H_2: Flexibility leads to employee satisfaction.
H_3: Work life balance leads to employee satisfaction.
H_4 : Efficiency leads to employee satisfaction.
H_5: Economical aspect leads to employee satisfaction.
H_6: Relationship between managers and co-workers leads to employee satisfaction.
H_7: Communication leads to employee satisfaction.
H_8: Job security leads to employee satisfaction.

Table 3 Model fit Indices for CFA Employee satisfaction

	χ^2	DF	P	Normed $\chi2$	GFI	AGFI	NFI	TLI	CFI	RMR	RMSEA
Employee satisfaction	12.4 91	11	.328	1.136	.985	.950	.959	.986	.995	.082	.026

(source: survey data)

All the attributes loaded significantly on the latent constructs. The value of the fit indices indicates a reasonable fit of the measurement model with data.   In short the measurement model confirms to the factor structure of the constructs.

Table 4 Regression coefficient

Path	Estimate	CR	P	Variance explained
Timing->Employee Satisfaction	0.714	12.566	<0.001	51.0
Flexibility ->Employee Satisfaction	-0.006	-0.084	0.933	0.0
Work life balance->Employee Satisfaction	0.237	3.391	0.001	5.6
Efficiency ->Employee Satisfaction	0.562	8.923	<0.001	31.6
Economical aspect->Employee Satisfaction	-0.119	-1.678	0.095	1.4
Relationship between managers and co-workers ->Employee Satisfaction	0.4 4 5	6.715	<0.001	19.8
Communication ->Employee Satisfaction	0.521	8.109	<0.001	27.2
Job security -> Employee Satisfaction	0.34 2	5.002	<0.001	11.7

H_1: Timing leads to employee satisfaction.
The results exhibited in Table 4 revealed that the Timing had significant influence on Employee Satisfaction as the standardised direct effect of this construct on Employee Satisfaction was 0.714 , which is more than 0.4 (also p value was significant). So we accept the hypothesis H_1 and conclude that Timing leads to employee satisfaction
H_2: Flexibility leads to employee satisfaction.
The results exhibited in Table 4 revealed that the Web site of the bank had no significant influence on Employee Satisfaction as the standardised direct effect of this construct on Employee Satisfaction was -0.006, which is more than 0.4 (also p value was not significant). So we reject the hypothesis $H_2$and conclude that Flexibility does not leads to employee satisfaction
H_3: Work life balance leads to employee satisfaction.
The results exhibited in Table 4 revealed that the Work life balance had no significant influence on Employee Satisfaction as the standardised direct effect of this construct

on Employee Satisfaction was 0.237, which is more than 0.4 (also p value was not significant). So we reject the hypothesis $H_3$and conclude that Work life balance does not leads to employee satisfaction
H_4 : Efficiency leads to employee satisfaction.
The results exhibited in Table 4 revealed that the Efficiency had significant influence on Employee Satisfaction as the standardised direct effect of this construct on Employee Satisfaction was 0.562, which is more than 0.4 (also p value was significant). So we accept the hypothesis H_4 and conclude that Efficiency leads to employee satisfaction
H_5: Economical aspect leads to employee satisfaction.
The results exhibited in Table 4 revealed that the Economical aspect had no significant influence on Employee Satisfaction as the standardised direct effect of this construct on Employee Satisfaction was -0.119, which is more than 0.4 (also p value was not significant). So we reject the hypothesis $H_5$and conclude that Economical aspect does not leads to employee satisfaction

H$_6$: Relationship between managers and co-workers leads to employee satisfaction.

The results exhibited in Table 4 revealed that the Relationship between managers and co-workers had significant influence on Employee Satisfaction as the standardised direct effect of this construct on Employee Satisfaction was 0.4 4 5, which is more than 0.4 (also p value was significant). So we accept the hypothesis H$_6$ and conclude that Relationship between managers and co-workers leads to employee satisfaction.

H$_7$: Communication leads to employee satisfaction.

The results exhibited in Table 4 revealed that the Communication had significant influence on Employee Satisfaction as the standardised direct effect of this construct on Employee Satisfaction was 0.521, which is more than 0.4 (also p value was significant). So we accept the hypothesis H$_7$ and conclude that Communication leads to employee satisfaction

H$_8$: Job security leads to employee satisfaction.

The results exhibited in Table 4 revealed that the Job security by the bank had no significant influence on Employee Satisfaction as the standardised direct effect of this construct on Employee Satisfaction was 0.34 2, which is more than 0.4 (also p value was not significant). So we reject the hypothesis H$_8$ and conclude that Job security does not leads to employee satisfaction
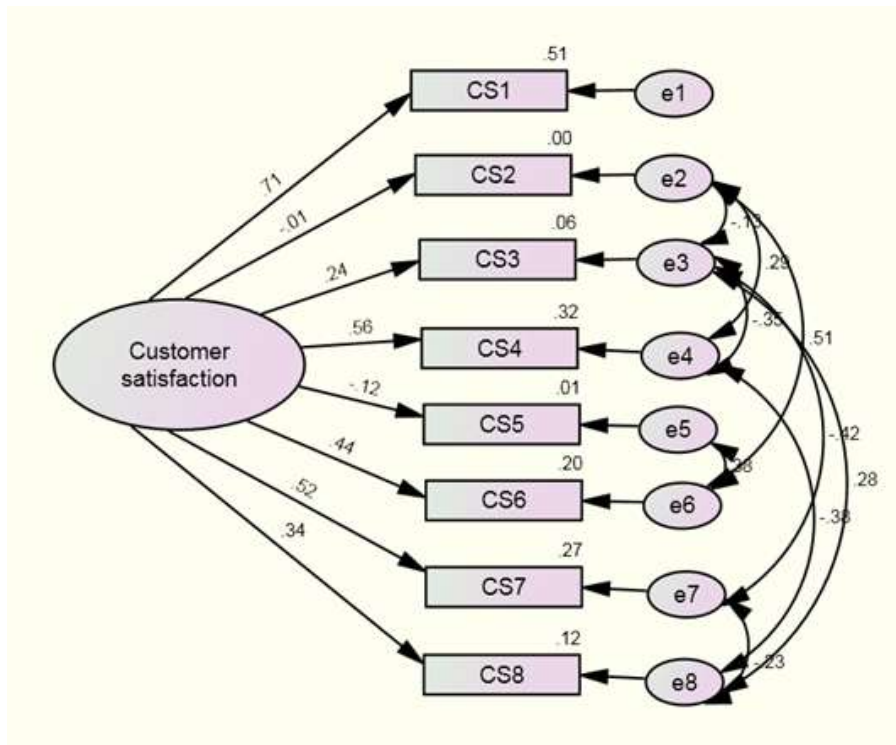
FINDINGS

This study focus to identify the challenges faced by the organisation and the satisfaction level of employees during the work nature of covid 19 situation. This situation could effect the human resource management. Coordination and execution, Relationship between managers and employee, Employee training, Employee retention are the major challenges faced by the organisation during covid 19- crisis. Timing, efficiency, Relationship between managers and co-workers and communication leads to employee satisfaction. Flexibility, Work life balance, economical aspect and job security are does not leads to employee satisfaction.

RESEARCH GAP

This study deals with the challenges faced by the human resource department in the organization during this covid19-situation and the satisfaction level of employee during this covid19-situation. But future study can resolve the absence of economic growth analysis in this study. There is a wide scope to evaluate the economic growth from the aspect of human resource management.

CONCLUSION

The recent COVID-19 pandemic, organizations suddenly have to navigate the unprecedented and thereby find new solutions to challenges arising across many areas of their operations. In this article, we discusses some of these challenges, focusing on the implications COVID-19 has for human resource management (HRM) as organizations help their workforce cope with and adjust to their newly altered work environment. The purpose of this study is to explore challenges and satisfaction level of human resource management during covid 19 crisis, from the perspective of organization and employee's. Coordination and execution, Relationship between managers and employee, Employee training, Employee retention are the major challenges faced by the organisation during covid 19- crisis. Timing,

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efficiency, Relationship between managers and co-workers and communication leads to employee satisfaction. Flexibility, Work life balance, economical aspect and job security are does not leads to employee satisfaction.

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