

Post Covid HR Challenges and strategies for Effective Human Resource Management: A Theoretical Perspective

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Abstract

The proliferation of COVID-19 causes inconvenience, confusion, complication, as well as contradiction in all companies. Humans are the key asset of every organisation and help it achieve its objectives. As a result, in order to handle human resources in a sustainable manner, an organisational strategic evaluation is an acceptable reaction. Human resource department who are in responsible for recruiting folks, organising workers' achievement, wages, as well as perks, as well as evolving and revamping staff categorizations, are seeking innovative, imaginative, as well as efficacious aspects to fix issues, preserve workers' wellbeing, as well as endorse them by constructing a dependable strategic plan. Because of the COVID-19 global epidemic as well as its catastrophic consequences on societies as well as constrained organisational assets, viable human resource management with protracted advancement of human resources from utilisation to advancement is critical, as well as the notion of human resource management, organisational worth, as well as organisational techniques should be evaluated with a fixate on worker as well as worksite wellness, participative management, collaborative effort, as well as growth, as well as versatility. Sample of 293 people from the HR department were considered for survey to conduct the present study to know the Post Covid HR Challenges and strategies for Effective Human Resource Management. It is found that Support to Employees, Flexibility, Hiring and recruitment process and Workplace and work environment are the factors determining Post Covid HR Challenges and strategies for Effective Human Resource Management.

Keywords: Human Resource Management, COVID-19, remote work, socioeconomic environment, workforce wellness.

Introduction

COVID-19 is an unprecedented medical tragedy this has jolted the entire planet, bringing immense fear and concern. It has had a substantial impact on industries, civilizations, workers, as well as organisations. Full defensive initiatives have been implemented; folks have been locked up; school systems, academic institutions, non-essential companies, as well as non-governmental organisations have been momentarily abandoned; transportation has been confined; airlines have been forced to cancel; as well as public meetings and social gatherings have been forbidden. Aside from these countermeasures, COVID-19 epidemic had a huge impact postponement in worldwide industrial activities, which has resulted in cutbacks as well as redundancies, which resulted to an increase in unemployment figures in numerous countries. Organizations have managed to resume in the middle of this ongoing epidemic, under unusual regulations as well as a new operating that no one can foresee when it will stop, in an effort to recover from the economic blow. As a result, this global epidemic has undoubtedly resulted in the resurgence of a complicated as well as daunting atmosphere for managers as well as human resource management (HRM) practitioners who required devising inventive remedies to stabilise their core operations as well as assist their staff members in dealing with the obstacles of this unrivalled scenario.

Collings, et al. (2021) investigated and concluded that there has been virtually little investigation into the impact of COVID-19 on Human Resource Management, its obstacles, as well as its future prospects for HRM in organisations, managers and HRM practitioners, on the other hand, require relevant expertise to assist them overcome this emergency proficiently as well as productively, endorse their staff members, as well as sustain their company's operations. In reality, most organisations are ill equipped to address situations as they arise. Because of this, it is critical for the science community to aid organisations by giving appropriate understanding of this emerging outbreak. As a result, the entire objectives of this analysis is to explore the influence of COVID-19 on Human Resource Management, highlight the key difficulties and possibilities, and give guidance for future HRM orientations.

According to **Gigauri (2020)**, strategic HRM pertains to the shaft link between human resource management functions as well as corporate approach, and the lateral uniformity among HRM services. Its primary goal is to efficiently employ human resources to satisfy the organisation's operational objectives. Entrepreneurial orientation is critical to guarantee the achievement of organisational objectives throughout a catastrophe. Companies must be capable of planning and allocating resources, as well as coordinating the essential methods

and making optimal use of corporate resources as well as skills. The peculiarity and utility of the COVID-19 in this setting and complication pose a considerable potential hindrance that may jeopardise business objectives.

Literature Review

Carnevale & Hatak (2020) researched green HRM and concluded that it plays a significant role as well as makes a beneficial impact to ecological stability. The COVID-19 epidemic has resulted in major changes in how organisation personnel performs, including the use of telecommuting tactics and extensive weekday adaptability. Environmental sustainability has become critical in societies. As administration in modern firms emphasizes on leveraging its workers' healthcare as well as wellbeing, attaining enhanced environmental sustainability is critical. The investigation focuses on underpinning techniques for enhancing sustainable development, such as raising consciousness among human resource managers as well as workers about GHRM, the environmental movement, as well as the use of environmental assets to assist organisations in fostering sustained development as well as safeguarding the health & wellbeing of both workers and clients. The present COVID-19 epidemic has affected how individuals function and workers carry out their organisational tasks. Companies may reconcile the economical, societal, as well as ecological objectives of organisations effectively assisting to strengthening worldwide rehabilitation from the COVID-19 virus using Green Human Resource Management solutions in the present COVID-19 pandemic. During the COVID-19 epidemic, companies are making significant attempts to improve workforce wellness as well as health. According to the report, public organisations should develop strong regulations as well as procedures that include GHRM into their strategic objectives, as well as significant management-employee participation as well as engagement.

Ngoc Su, et al. (2021) investigated and found that the COVID-19 infestation is primarily a humanitarian tragedy. As a result, HR executives have been critical to the responses in organisations around the world. COVID-19 pandemic has become a critical point having considerable implications for human resources internationally by magnifying the role of HR executives. COVID-19 has changed the working atmosphere for the better bulk of workers. It prompted enterprises all throughout the world to alter the way work is structured as well as employment are planned. Strategic HRM research has been chastised for neglecting to incorporate novel ideas, relevant HR activities, or because they are logically incompetent of doing so. As a result, well-established ideas of HR practises or high-performance work systems must be altered in the framework of COVID-19 pandemic. Strategic HRM studies must shift toward more advanced HR formulation as well as evaluation practises like as flexibility, design of job, and so on, instead of categorising them as 'other,' as has been much too typical in past studies. The paper emphasises the critical role that human resources are performing in generating strategic and operational effectiveness during the COVID-19 epidemic.

The present COVID-19 global health catastrophe, according to **Dirani, et al. (2020)**, is exceptional. It is regarded as a breakthrough point in history, altering socioeconomic standards as humans know them and ushering in a new human age. The goal of this investigation is to research the responsibilities of domestic as well as international individuals and organisations in responding to COVID-19, as well as to examine the potential purpose(s) of Human Resource Development in light of the implications of epidemics in overall, especially COVID-19 in instance. While the bulk of HRD as well as leadership research focus on steady workplaces, the present outbreak as well as previous catastrophe events demonstrate that decision-making occurs in unanticipated as well as uncertain circumstances. In this respect, the research suggests that HRD practitioners and researchers investigate crucial interventions that may be used during uncertain periods as well as as determine probable consequences concerning the successes and failures of implemented treatments.

Calderon Hernandez, et al. (2021) examined and found that the COVID-19 epidemic had a worldwide influence on all aspects of existence. Organisations and their human resources have had to traverse the severe consequences of the epidemic by assessing numerous administrative concerns and tactics in order to successfully handle the pandemic's repercussions. According to Calderon Hernandez, et al. (2021), human resource management encompasses everything related to the administration of personnel interactions in a business. As a result, in this COVID-19 disease outbreak epoch, there is a need for HR managers to re-modify, re-establish, as well as build innovative practises and techniques in line with the digitization tendency that will encourage workers to use sophisticated technology as well as keep updating their technology capabilities, because HRM plays the dual role of enabling as well as sponsoring transition while also guaranteeing worker retention through expertise upgradation. The above study endorsed an explanatory conversation of secondary information as well as evaluated the insinuation of HRM; having knowledge about the effects of independence, professionalism, as well as interconnectedness in their interactions with staff on prolonged HRM advancement in the global epidemic era using self-determination hypothesis as its conceptual structure. The goal of this study is to look at noteworthy HRM practises established in the pursuit to facilitate and address the enormity of Human Resource Management dilemmas confronted by organisations during the COVID-19 disease outbreak, as well as the difficulties experienced by both employers and workers adopting them.

Roumpi (2021) conducted research and concluded that alterations in global politics, governmental policies, imaginative implementations of digital technology, as well as changing customer requirements as well as social behaviour have resulted in many differences in the way business owners in China (re)configure their business

strategies as well as modes of operation. To summarise, strategic HRM, especially HRM in general, is a phenomena, a wholeness, and a study topic in its own right in China; it must be explored as the primary topic, rather than employed as a facility for testing. The report includes strategic human resource management in China during a catastrophic crisis as an example, but its concept is applicable to different socioeconomic situations. HRM in China, or in any individual country, is an essential component of global HRM. Researchers from diverse sociological backgrounds must be more open-minded as well as responsive in reading and comprehending these occurrences, as well as engaging in the co-production of this knowledge base via many perspectives for philosophical as well as functional goals. Direct contact and discussions between HRM scholars as well as professionals are also required.

Cooke, et al. (2020) concluded that the COVID-19 has profoundly shaken all organisations, generating an intricate as well as intellectually stimulating atmosphere for administrators and practitioners in human resource management who must create creative alternatives to guarantee the consistency of their company and help their staff members in dealing with this extraordinary emergency. There have been researches on the crisis's impact on HRM. This research is extensive analysis that attempts to widen the area of managerial studies by looking at the impact of the COVID-19 on human resource management. It describes the key challenges and opportunities that have appeared because of this new outbreak, and yet it offers managers as well as Human Resource Management professionals with insights into future feasible organisational perspectives that can arise as a consequence of these possibilities.

Stuart, et al. (2021) researched and claimed that while the evolution and ramifications of the COVID-19 issue continue to unravel, the study proposes that analysing the knowledge as well as strategic actions of asian nations may give insight on approaches to battle COVID-19 for the rest of the globe. In this article, we will first discuss the significance of resistance, strategic agility, as well as entrepreneurial in the fight against COVID-19. The report then addresses the impact of COVID-19 on industries as well as businesses, government aid for companies and society, as well as consequences for global supply chain interruptions, with an emphasis on China, South Korea, as well as Singapore. Strategic agility is crucial for corporate companies as well as organisations to solve this major societal issue efficiently. They must have the competencies as well as talents required to quickly modify their business and management strategies in the light of widespread health catastrophe. Huge companies must reinvent themselves as well as make a sudden shift to concentrate on the value creation for both business as well as society, while also supporting their agile acclimation to global value chain changes caused by disruptions in mass transit, logistic support, as well as the movements of people as well as resources. In summary, COVID-19 has expedited two significant emerging outcomes: dissociation from China's supply chains and the migration of important industrial units outside of China. Going forward, there will be a greater demand for infrastructural and technology methods to assure openness in global supply chains. There must also be a demand for the creation of prediction models that account for uncertainty as well as risk factors in pre-emptive sequencing as well as flexible suppliers forecasting. These prediction models will assist business decision makers in doing what-if studies of various situations and determining whether to incorporate automation and artificial intelligence to boost productivity. Increasing cooperation among authorities as well as businesses in the future.

Objective

1. To know the factors showing “Post Covid HR Challenges and strategies for Effective Human Resource Management.”
2. To know the impact of “Post Covid HR Challenges and strategies on Human Resource Management.”

Research Methodology

Sample of 293 people from the HR department were considered for survey to conduct the present study to know the “Post Covid HR Challenges and strategies for Effective Human Resource Management.” “Exploratory Factor Analysis” and “Multiple Regression Analysis” are the statistical tools applied to analyze the data and get the appropriate results.

Findings of the study

It is observed that in 293 respondents 67.2% are male and 32.8% are female and among them 31.7% are from the age group 32-37 yrs, 42.0% belongs to age group 37-42 years and rest 26.3% are above 42 years of age group. 27.3% are working on the post of HR Directors, 27.0% are Recruitment Directors, 23.9% are HR managers, and rest 21.8% are working on other positions in HR department of different organizations.

Table 1 Demographic Details

Variables	Respondents	Percentage
Gender		
Males	197	67.2
Females	96	32.8
Total	293	100
Age		

32-37 yrs	93	31.7
37-42 yrs	123	42.0
Above 42 yrs	77	26.3
Total	293	100
Designation (HR Department)		
HR Director	80	27.3
Recruitment Director	79	27.0
HR Manager	70	23.9
Others	64	21.8
Total	293	100

Table 2KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.852	
Bartlett's Test of Sphericity	Approx. Chi-Square	3591.362
	df	153
	Sig.	.000

In the above table representing “KMO and Bartlett's Test” the KMO value found is .852.

“Table 3 Total Variance Explained”

“Component”	“Initial Eigenvalues”			“Rotation Sums of Squared Loadings”		
	“Total”	“% Variance”	of “Cumulative %”	“Total”	“% Variance”	of “Cumulative %”
1	6.717	37.314	37.314	4.070	22.610	22.610
2	2.253	12.518	49.832	3.479	19.326	41.936
3	1.929	10.718	60.551	2.773	15.407	57.342
4	1.714	9.520	70.071	2.291	12.729	70.071
5	.917	5.096	75.168			
6	.807	4.484	79.651			
7	.625	3.473	83.124			
8	.472	2.623	85.747			
9	.450	2.502	88.249			
10	.390	2.166	90.416			
11	.373	2.072	92.488			
12	.339	1.885	94.373			
13	.263	1.462	95.835			
14	.235	1.304	97.139			
15	.195	1.084	98.223			
16	.128	.714	98.937			
17	.107	.597	99.534			
18	.084	.466	100.000			

It is found that all the 4 factors explain total 70% of the variance. The 1st Factor explains 22.610% of the variance followed by the 2nd Factor with 19.326%, 3rd Factor having 15.407% and the last 4th factor is showing 12.729% of variance.

Table 4 Rotated Component Matrix^a

S. No.	“Post Covid HR Challenges and strategies for Effective HR Management”	Factor Loading	Factor Reliability
	Support to Employees		.947
1.	Providing some new skill training to workforce	.893	
2.	Supporting the development of employees at internal and external levels	.885	
3.	Offering leadership opportunities	.867	
4.	Appointing suitable candidates for emerging roles	.860	
5.	It is a challenge to motivate the workforce at mental level to work in new environment	.785	

Flexibility			.885
1.	HR team faces challenges to be flexible with their workforce	.824	
2.	Engaging employees with issues and policies of workplace	.813	
3.	Being flexible to allow employee to work as per their convenience	.809	
4.	Being flexible and maintain balance between employees and employers	.764	
5.	Being more flexible and supportive for working parents as per their needs	.758	
Hiring and recruitment process			.837
1.	To allow candidates to give interviews at virtual platforms	.846	
2.	Giving push to diversity, equity and inclusion	.819	
3.	Considering internal talent pool more than new candidates	.772	
4.	Giving opportunities and considering talent in spite of their location	.732	
Workplace and work environment			.736
1.	HR team facing challenges to make workplace comfortable for employees	.784	
2.	Preparing work environment more safe to work	.735	
3.	Focusing on needs and expectations of the workforce	.727	
4.	Not trying to fall back into pre-Covid culture and atmosphere	.696	

Factors and Variables

Support to Employees is factor one that includes the variables like Providing some new skill training to workforce, Supporting the development of employees at internal and external levels, Offering leadership opportunities, Appointing suitable candidates for emerging roles and It is a challenge to motivate the workforce at mental level to work in new environment. Second factor namely Flexibility consist of variables such as HR team faces challenges to be flexible with their workforce, Engaging employees with issues and policies of workplace, Being flexible to allow employee to work as per their convenience, Being flexible and maintain balance between employees and employers and Being more flexible and supportive for working parents as per their needs. Hiring and recruitment process is factor number three which includes the variables like To allow candidates to give interviews at virtual platforms, Giving push to diversity, equity and inclusion, Considering internal talent pool more than new candidates and Giving opportunities and considering talent in spite of their location. Workplace and work environment is fourth and last factor including the variables like HR team facing challenges to make workplace comfortable for employees, Preparing work environment more safe to work, Focusing on needs and expectations of the workforce and Not trying to fall back into pre-Covid culture and atmosphere.

Factor Reliability

It is observed that factor reliability of Support to Employees is 0.947, Flexibility has 0.885, Hiring and recruitment process is 0.837, and Workplace and work environment having 0.736 factor reliability.

“Table 5 Reliability Statistics”

“Cronbach”s Alpha”	Variables
.886	18

Table 5 shows 18 items with variables related to post Covid HR challenges and strategies and total reliability found is 0.886.

Multiple Regression Analysis

The Value of “adjusted R square” is found to be 0.621 showing 62% of the variation and Significant ANOVA results in table below.

Table 6 ANOVA^a

“Model”	“Sum Squares”	of “df”	“Mean Square”	“F”	“Sig.”	
1	“Regression”	157.447	4	39.362	120.467	.000 ^b
	Residual	94.102	288	.327		
	Total	251.549	292			

DV: “Overall impact of Post Covid HR Challenges and strategies on Human Resource Management”

b. Predictors: (Constant), Support to Employees, Flexibility, Hiring and recruitment process and Workplace and work environment

Table 7 Coefficients^a

“Model”	“Unstandardized Coefficients”		“Standardized Coefficients”	“t”	“Sig.”
	“B”	“Std. Error”	“Beta”		
Constant	3.662	.033		109.664	.000
Support to Employees	.133	.033	.144	3.983	.000
Flexibility	.051	.033	.055	1.517	.130
Hiring and recruitment process	.071	.033	.076	2.117	.035
Workplace and work environment	.717	.033	.772	21.430	.000
Dependent Variable: “Overall impact of Post Covid HR Challenges and strategies on Human Resource Management”					

Table 7 shows that all the factors namely Support to Employees, Flexibility, Hiring and recruitment process and Workplace and work environment have significant impact on “Overall impact of Post Covid HR Challenges and strategies on Human Resource Management” except Flexibility showing insignificant but positive impact.

Conclusion

COVID-19's tremendous improvements have prompted firms all across the world to accelerate their migration with relation to digitized operational procedures. Human resource management is at the heart of these modifications, aiding firms in traversing the unexpected current as well as future. HRM must govern employees in firms during a catastrophe to maintain company continuation as well as job satisfaction. Changes in rules, procedures, workspace, collaborative technologies, as well as employee wellbeing are becoming extremely relevant as the future brings additional flexibility, remote-friendly, electronic work conditions. The research analyses the issues that HRM is experiencing because of the present crisis in terms of working remotely, as well as the repercussions of the epidemic on human capital. As a result, the emphasis must be forward thinking, based on the presumption that the majestic obstacles that society is constantly undergoing are not a solitary, unusual incident, but instead a "new normal" that opens up the possibility to which organisational researchers as well as professionals will want moreover, need to pay attention.

The study concludes that all the factors Support to Employees, Hiring and recruitment process and Workplace and work environment have significant impact “Overall impact of Post Covid HR Challenges and strategies on Human Resource Management” except Flexibility.

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