Implementation of Human Resource Management in the Adaptation Period for New Habits

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ABSTRACT

The COVID-19 pandemic has disrupted the global economy and business, and Human Resources (HR) is at its heart. With the organization now on the cusp of recovery, the role of HR has become even more important. The question is not limited in terms of imagining the impact and role of human resources in the future post-COVID-19. One thing is certain - the pandemic and its inherent effects on business have highlighted the need for adaptability and resilience in today's workforce, accelerated the shift towards a new digital economy, and emphasized the importance of HR in the new normal. This study tries to describe the role of human resource management in an effort to restore organizational performance. This study is a qualitative research using descriptive methods to describe the object under study. The results showed that the role of HRM during the COVID-19 pandemic was very strategic, especially in terms of maintaining the health and safety of workers when returning to work by implementing strict health protocols and also providing guidance and assistance for employees affected by COVID-19 such as downsizing and restructurisation. This research also presents HR transformation in terms of employee performance appraisal using results-based performance methods and the use of technology as a support in job optimization.

Keywords: Management; Human Resources; Pandemic; COVID-19

INTRODUCTION

The Coronavirus Desease 2019 (COVID-19) pandemic has devastated the economies of all countries in the world (Nasution et al, 2020). Until now, no expert has yet dared to predict when this pandemic will end (Kolata, 2020). The existence of this pandemic has caused countries

affected by the pandemic to limit all activities that could potentially spread and transmit the disease (Mattern et al, 2020; Yunus & Rezki, 2020). This restriction is known as lockdown. The impact of this lockdown is very real, especially in the social and economic sectors. The implementation of lockdown, both directly and indirectly, has resulted in companies laying off employees, reducing production capacity, stopping and closing factories to layoff employees as a result of lack of demand and income. As if it were a cause-and-effect effect, it led to an increase in the number of unemployed and a decrease in the quality of life of the community (Martn et al, 2020).

The COVID-19 pandemic has created an extremely challenging environment for HRM human resource management as managers must quickly venture into the "unknown" as they seek to help their workforce adapt and cope with the radical changes taking place in work and social environments. (Bierema, 2020). For example, employees who previously spent all or most of their time working within the physical confines of their organization now have to quickly adjust to remote work environments. Due to insignificant shelter orders and business closings, even those who may be able to adjust to remote working conditions are now faced with their own unique challenges due to the inability to find alternative workspaces (eg, cafes, libraries) outside the home itself. This may further limit the segmentation between work and personal environment which causes greater difficulty in "releasing" from the demands of work (Trougakos, et al, 2020). In addition to the increasing inability to separate work and private life, the closure of schools and public services has increased parental demands for employees, further blurring the line between work and family environment (Adamy & Overberg, 2018). While this work-family interconnection appears to be very demanding for employees with children, single and childless workers are not immune to the negative consequences of such changing working conditions, as they may be at greatest risk of experiencing loneliness, feeling of aimlessness and negatively related things. effects on well-being (Vogel, 2018).

At the same time, the current great challenges of COVID-19 provide the right moment for management experts to coordinate research efforts and turn them into actionable insights to support organizations in addressing one of the greatest challenges in modern history (Gigauri, 2020). It also offers experts the exciting opportunity to look across disciplines for guidance and inspiration so that the unique HR problems facing organizations today can be managed in an integrative way. Because despite potential solutions, this global problem requires coordinated and integrated action (research).To this end, the aim of this short article is to briefly explore the challenges and opportunities that COVID-19 presents for the implementation of HRM as well as the associated avenues for future research. While the implications of COVID-19 will undoubtedly be far-reaching, we will focus on specific topics around employee adjustment and well-being as they navigate today's work environment.

METHOD

This study uses a qualitative approach using descriptive methods. According to Saryono (2010), qualitative analysis is used to analyze, find, characterize, and justify the qualities or characteristics of social forces that cannot be explained, measured, or defined using quantitative methods. After examining the many meanings of qualitative research, Moleong makes his description a combination of critical definitions of qualitative research. According to Moleong (2005), qualitative research tries to understand the phenomena faced by research subjects such as action, cognition, inspiration, action, etc. Holistically, with explanations in the form of words and phrases, in feeling. Special design and application of different natural methods. Descriptive research is translating data based on situations and conditions that occur. This research triggers relationships, contradictions, behaviors, and views in the resource persons environment. This

research model is a model that obtains data by following facts, and that's where qualitative descriptive research focuses more on the results and their meaning (Soendari, 2012).

RESULT AND DISCUSSION

Rebuilding the organizational culture will be a top priority for HR Management as organizations want to adopt more flexible work arrangements. There is likely to be a major shift towards a hybrid working model that takes advantage of the advantages of remote and office work. Although this is a positive change, the implications of this transition threaten the existing organizational culture. Social dynamics among employees will no longer be the same due to varied working conditions, such as reduced face-to-face interactions and an increasingly dispersed workforce (Yuwono et al, 2020).

How will business leaders guide action and influence employee decisions at all levels? Organizing regular check-ins exclusively for work, social interactions, or emotional support is a great way to build a balanced structure suitable for managing a remote workforce and for strengthening relationships. Promoting open dialogue and establishing direct communication channels between all levels in the organization will help leaders get information on employee concerns. Lastly, introducing diversity, equality and inclusion policies and programs will help strengthen organizational culture and create an environment that promotes trust, unity, empathy and engagement. As organizations want to accelerate the pace of remote work in the future, it is important for them to make a conscious effort to preserve their core values and emphasize building a workplace that puts people at the forefront of every decision. Most importantly, focusing on employee engagement through surveys and satisfaction is a great way to gauge their experiences and ideas, and get recommendations on how best to shift to the new normal (Bartsch et al, 2020).

Given the recent success of remote working, organizations will seek to gain from productivity and efficiency by building hybrid work models that support both office and remote work. HR needs to support businesses in redesigning organizational structures and job roles to accommodate the new normal, with a high emphasis on improving operational efficiency. There is likely to be a major shift towards a very flexible organizational structure that allows for effective transfer of workers. This means designingorganizations that are scalable and highly adaptive to future uncertainties (Eoyang & Holladay, 2013). HR is also increasingly playing an integral role in reskilling existing employees. COVID-19 has led to large-scale competency mapping and will likely result in many employees being transferred to other divisions that have or will have demand. As a result, it is imperative that rehired workers are equipped with the necessary skills that will enable them to transition smoothly into their new roles. Going forward, job roles and functions will increasingly be designed for those with transferable skills and can apply them in a wider context. In addition, offering flexible work arrangements by introducing flexible hours, flexible times, or places will help employees improve their work-life balance, while enabling organizations to take advantage of increased productivity and workforce efficiency (Sharma & Jain, 2010).

When employees want to return to the workplace, HR should consider introducing the necessary steps to ensure the safety and well-being of employees. This includes a focus on physical health, as well as emotional and mental aspects. Apart from implementing social distancing measures, installing sensor-based technology throughout the workplace is the best way to minimize physical contact and reduce the risk of spreading the virus (Sari & Musadad, 2020). In addition, many employees - especially those who have been victims of downsizing and restructuring initiatives - are likely to experience high levels of stress and anxiety because of the disruption the pandemic is causing to their daily lives. HR has ethical and moral

obligations to all parties affected by COVID-19. In conclusion, HR should help all workers, past and present, by building mental health programs, offering round-the-clock support to those who need it and raising awareness by disseminating valuable information through safety manuals and guidelines (Hamouche, 2020).

The impact of COVID-19 has left many businesses with sizable levels of debt, soaring costs, little or no revenue, and weak balance sheets. As such, they are forced to take steps to cut costs by temporarily suspending or reducing employee compensation and benefits. While this could define many organizations' short-term strategies, the pandemic has also opened up discussion around rethinking employee rewards and benefits over the long term. Many organizations will seek to attract and compete for the best talent to help steer ships toward a fast and successful post-COVID recovery. Since many companies may not be able to offer higher salaries, they may consider reducing the fixed pay while increasing the variable pay that is directly related to employee performance and productivity. This helps provide incentives to employees to work at higher levels while maintaining a healthy and competitive environment. On the other hand, some organizations may consider taking an alternative route by offering flexible compensation and benefit packages that can give them a competitive advantage. Another possibility is to introduce a personalized compensation structure that allows employees to design their own packages that better suit their needs and preferences (Buheji & Buheji, 2020).

The COVID-19 pandemic has pushed many workers to take on a variety of roles and responsibilities. Remote working has completely changed the way we work and some employees may experience a learning curve before managing the same level of efficiency as before the pandemic. Thus, employers should take this into account when it comes time for performance evaluations. Additionally, HR may consider switching to a results-based performance management system where employee performance is measured solely on their output rather than time spent working. This means rethinking and realigning the employee performance appraisal system to fit the new reality and accommodating the transition to a new normal as employees gradually improve their own skills and abilities. Many companies will also introduce performance monitoring technology to track employee performance and output, and HR will play a key role in thatensure successful implementation. Furthermore, HR can consider focusing on succession planning efforts by identifying and reassessing critical roles, establishing contingency plans through scenario-based planning rather than traditional HR planning, ensuring they have the right people to take over, and communicating these plans effectively to ensure readiness employee when the time comes.

Learning and development is rapidly becoming an integral part of the HR agenda, with a major focus on ensuring organizations are prepared for life post-COVID-19. HRs should consider upgrading their current workforce with transferable and specialized skills that give them a competitive advantage and make them more resilient to change. These skills provide employees with the ability to be rehired elsewhere while maintaining current utilization rates. In turn, this also reduces the need for organizations to take sudden and unnecessary actions such as forced leave, layoffs, and pay cuts. COVID-19 has accelerated the digital transformation of organizations around the world, with employees forced to work remotely and use a variety of technologies to deliver their jobs (Thaha, 2020).

Over the past decade, I have witnessed an increase in data driven decision making across all industries, business sectors and organizations, and HR too. Workforce analysis allows HR to measure employee experience, engagement and satisfaction. In an effort to remain competitive in the modern and complex business landscape, particularly as a result of COVID-19, organizations must continue to utilize analytics to estimate their workforce needs and to further optimize revenue and reduce costs. They must also become more dependent on analytics to measure and monitor workforce performance and productivity. By regularly analyzing and

monitoring employee performance and engagement metrics, HR can determine the strategic talent acquisition, development and management decisions needed to prepare the workforce for the challenges they will face post COVID-19.

Organizations are now looking to redefine their recruitment strategies in an effort to shift to a more cost-effective and effective operating model. This means recruiting individuals with transferable skills, who can provide a more forward-looking and thriving outlook in an ever-changing environment. The skills and competencies needed to succeed in today's workplace are constantly evolving with companies now tending to hire tech-savvy candidates who offer more adaptability and flexibility. Employers may also consider studying the gig economy by hiring subcontractors or freelancers, which offer a cost-effective alternative to full-time employees. As such, it is important for individuals to focus on improving their own skills digitally or risk falling behind. Organizations should consider reorganizing their hiring and sourcing strategies to take advantage of the inherent productivity and efficiency gains. The rise and success of remote work has paved the way for alternative recruiting and sourcing strategies, such as conducting the entire recruitment process from planning and talent search to appraisal, selection, recruiting, and orientation in a virtual environment. Emerging technologies, such as Artificial Intelligence (AI), Virtual Reality (VR), Augmented Reality (AR), and Blockchain, in conjunction with data science, are driving automation and digitization of HR functions that have the potential to make more decisions free of implicit bias and put the basis for a very fair decision-making process throughout the organization (Yawson, 2020).

Digital transformation has become a hot topic and has raised questions about the role of HR going forward. Businesses now want to reduce costs at all costs, putting HR under pressure to create more value with fewer resources. As such, HR is being encouraged to take on a more strategic role in the organization. This includes streamlining HR itself by cutting operations-related work and automating these functions, enabling organizations to push the boundaries of operational efficiency even further. What's more, emerging technologies, such as AI, VR, and AR, have opened doors for various kinds of applications in the SDM domain. These technologies will help improve all HR functions including recruiting, orientation, training and more. For example, through data science and AI applications, organizations can now extensively reduce hiring cycles by using automated CV screening processes that get work done over several days or even weeks in minutes. Big data and data analytics improve the recruitment process by helping to identify top talent and estimate workforce capabilities and capacity requirements. AR and VR technology will be used to enhance the onboarding process through virtual office tours, no longer requiring new employees to be physically present. Similarly, reskilling and upskilling employees via virtual and digital learning platforms will soon become a reality, meaning that organizations no longer need to invest in the infrastructure and logistics required for hands-on training.

CONCLUSION

The COVID-19 pandemic has made changes in the work patterns of employees in an organization or company. When adapting new habits to employees who are returning to work, the role of HR here is to take the necessary steps to ensure the safety and welfare of employees. This includes a focus on physical health, as well as the emotional and mental aspects of well-being. In addition to implementing health protocols, this step also provides special assistance to employees who are affected by downsizing and restructuring due to COVID-19.

In the future, HR will take a more strategic role in measuring employee performance. HR could therefore consider switching to a results-based performance management system in which employees' performance is measured only on their output rather than time spent working. This means rethinking and realigning the employee performance appraisal system to fit the new

reality and accommodate the transition to a new normal as employees gradually upgrade their own skills and skills. HR is also required to improve their capabilities, especially in technology matters according to the needs of the organization. This is important so that HR can optimize its functions for the sake of improving organizational performance.

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