



Impact on Human Resource Practices During Covid 19: A Review

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ABSTRACT

Because of COVID-19, every business has got affected; Human resource management is a core part of the corporate world. Proper functioning of Human resources is very crucial for optimum yield in any organization, especially during pandemics. Organizations have to adopt new practices after COVID distress about which many of them were not aware of. Therefore HRM practices of all sectors need to be modified and upgraded to meet the need of the hour. HR departments must be ready and conscious about what they are going to imply to cope up with new circumstances. The objective of the study is to gain theoretical possibilities and required changes in HRM practices i.e. in selection, training, promotion, and performance appraisal. After a review of various kinds of literature, it is found that HRM practices dropped down drastically during the ongoing pandemic. Training programs that were planned earlier to make employees skillful are revoked to safeguard employees. Because of the unavailability of optimum resources in many organizations digital training could not take place effectively in many organizations. During this global crisis, all the human resource departments should adopt e-HRM practices access and perform all HRM practices unbiased.



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INTRODUCTION

Coronavirus was first found in December 2019 in Wuhan city of China (Gondauri, 2020). World health organizations declared it as a global health emergency at the end of January 2020 (Yuen, Ye, Fung, Chan, & Jin, 2020). The virus spread over the world through droplets when a person infected with the virus coughs and sneezes or when an affected person comes in contact with other people (Ramesh, Siddaiah, & Joseph, 2018). To control the coronavirus state and country governments took various measures e.g. Lockdown, mask compulsion, sanitization to control the virus. Self-quarantine and less movement of human

being have also been encouraged by governments, though these measures affected the productivity of many organizations because many employees are experiencing a new way of life. Many organizations experiencing neither new practice which were never implemented before nor have they have seen it coming. As the HR department of every organization deals directly with its employees, more effect of the corona is expected in HRM practices. There are many HRM practices that are affected because of this pandemic out of which we have selected some practices like selection, training, compensation, and performance management. The selection process is always required when there is a shortage of manpower in the organization. For the selection process employer through their HR team has to meet with potential candidates for interview and skill tests. Because of the ongoing pandemic, human contact or gathering is being discouraged therefore almost all organizations have adopted e-selection processes. The E-selection process may pose to challenging for some organizations because they have to take trade tests like assessments for specific job roles. Because of some difficulty in assessment organizations may slow down their selection process, and they tend to slow down their productivity. The prime aim of the paper is to analyze the impact of coronavirus on HRM practices.

Objective of the study

The objective of the study is to analyze the impact of corona with clear concepts on HRM practices e.g. selection, Promotion, performance management.

Rationale of the study

The impact of the ongoing pandemic on human resource practices has not been identified much, this is the reason to do this study and write a paper.

An HRM practice always helps an organization to achieve objectives of organization timely and brings some positive vibes among employees of the organization. It also encourages avoiding wastage and optimal use of resources.

During COVID-19 distress effective HRM practices train the people to cope with updated technologies and develop spirit among employees to work virtually in need of the hour.

LITERATURE REVIEW

When we talk about business then human resource becomes vital because HRM practices decide the productivity of any firm through the performance of employees (Mwaniki, 2015). Human resource management can be an influencer or driver for any business (Bose, 2015). HRM deals with the recruitment, training, and retention of competent employees in an organization. Whenever any decline or incline takes place in business employees gets affected first (Athamneh, 2018). The most organization takes various steps to retain their employees so that they can achieve organizational goal. It is very crucial for the human resource department to become considerate for both employees and the organization, because if an employee is taken care of during a crisis then automatically he/she will perform for the organization (Simoes, 2013). During pandemics/crises organizations tend to leave their employees or employees forced to leave organizations and because of that both organization and employee will suffer (Vardarlier, 2016). In a time of pandemic or crisis, it's become challenging for the human resource department to hire new employees as a replacement for those who have left because of organizational inability (Vasa, 2010). The current pandemic Covid19 is different types of crisis to deal with it all the organizations need to adopt special strategies. In general, organizations force their employees to adopt the situation or get themselves train to fight with

the situation and enhance their potential (Rodriguez & walters, 2018). During the ongoing crisis of Covid19, most organizations are forced to conduct virtual training but when we talk about a few industries it is difficult to conduct and make the employees potential through virtual training for that they have to organize offline training but because of restrictions they can gather in large number at a place it means they have cut the number of training for their staff.

For any business firm, it is crucial to get performance whether individual or organizational. Performance management is crucial for the achievement of organizational goals. An impactful result-oriented approach of management and support to employees is key to upgrading production enhancement for the organization (Kumar, 2019). Due to stress and crisis performance of employees can affect negatively (Halkos & Bousinakis, 2012). During Covid-19 fall in employee performance and high turnover took place because of a lack of appraisal and appreciation on upholding assessment parameters of organizations (Wilken, 2020). During this pandemic appreciation or some supporting incentives could be used to support and motivate the employees.

Due to the Covid-19 outbreak, many organizations were not showing interest in the hiring process, because they were trying to escape from expenditure on salaries while they were not doing very good business. Due to this health emergency training of staffs got badly affected. Protecting employees from coronavirus was a prime concern for organizations and that is why they skipped some training programs which were scheduled earlier.

To avoid person-to-person contact organizations should adopt digital forms of HRM practices (K.M., 2020). Organizations are in process of adopting technology to find suitable candidates and assess them for hiring (Blatch-Jones, 2020). The digital depository is widely being used for storage and sorting the data which is very much effective and meeting the targets of enrollment. Very few like mailing or messaging the employees are being used in the name of digital tools to retain employees. The most important feasibility aspect is to organize e-training in any situation from far away (Gordon, 2020). Very often use of virtual techniques are being considered a constructive tool in many industries. Human resource management plays an important role in maintaining the vital relationships between people and work management simultaneously helps in organizational strategic decisions. During a health emergency or any crisis role of HRM is also appreciable (Gulua, 2020). Thus, in the good faith of the organization and employees, HRM should communicate properly. At the same time during crisis management should also support and encourage HRM.

When we talk about performance management it is a continuous process in which the performance of an employee should be observed and calculated on daily basis to line up the deliberate target of an organization (Aguinis, 2019b). Performance management has been badly impacted because of the Covid-19 outbreak. Many organizations are downsizing and actually decreasing the tendency of fair evaluation of employee performance. During the Covid-19 outbreak, few organizations are willingly deviating from remuneration determinations. Organizations are facing financial difficulties, General principles are also dwindling and sometimes within a short time period implication takes place. Organizations are focusing on their preferences and regulating the same on the role or off role employees are being ignored and because of those actions are being affected and as a result, primitive projects are being deferred. Some modifications are required in HRM practices in which evaluation of employees' performance can be fair. Evaluation with conventional assessment techniques takes prolonged time because of hierarchy pressure on employees and managers. Thus, a requirement of a small, accurate, and quite extensive performance benchmark is there.

If an organization has to really grow employees of that organization should be treated as the most important asset because their presence is most important for the development of business. It is necessary for an organization to allocate their staff well so that they can fulfill their personal and professional needs. To satisfy employees' needs organizations should pay well and a trend of appraisal should be there to motivate employees. Because when someone gets praised it works like a positive catalyst which will be constructive for both employee and the organization both. If the employees are encouraged it will reflect on performance and eventually lead to excellence in the production capacity of employees and the organization both. Constructive HRM practices and assistance to employees during the crisis are sighing of relief for them, which assists them to regain their energy and enthusiasm (Eliza & Kin, 2020). During the outbreak of Covid-19 some organizations are applied pay cuts which are very unfortunate for employees who are loyal to the organization for a long; it should not be done by organizations.

Consequences of HRM Practices during Covid-19

In time of pandemic like Covid-19 employee and managers of human resource management tries their best to cope up with situations. An HRM employee supports and manages virtual learning for personnel of the organization they also organize the assessment functions of employees through digital interferences. Organizations should acquire such practices in which they can get their profits maintained and also can retain their employees because Covid-19 had impacted the recruitment and selection process badly. By reviewing various works of literature it is found that organizations are not very keen to hire new staff to avoid their expanses or we can say to save more profits. Many organizations were unable to recruit staff because of pandemics because they need to call candidates at their place to assess their skill but public gathering should be avoided because of Covid-19. Organizations can go ahead with the virtual model of recruitment during this ongoing pandemic. But in virtual recruitment, some extended steps may be required and for some organizations, physical assessment is kind mandatory to evaluate their potential candidates.

Training

When we are discussing challenges for HRM practices then one most important practice for the HR department is to plan and organize training for newly recruited as well as old employees with new technology or machines introduced in the organization. Organizing online training and getting optimum results through virtual mode is a bigger challenge for any organization but due to Covid-19, they cannot call their employees to gather at one place for training so offline training is to be avoided. Many employees are not much keen on online training because they are not very familiar with technologies introduced in the present situation and some are not very happy with virtual training because in offline training they were getting paid or getting a chance to visit other places.

Appraisal/Promotion

During the Covid-19 crisis, many employees are not able to achieve their targets set by organizations while they are working with the same enthusiasm and zeal, because they are not much comfortable with technologies introduced by organizations. When it comes to performance appraisal organizations looks after products only rather than the dedication and effort of an employee, on the other hand, it is difficult for HRM practitioner to assess employees' performance.

Compensation

During Covid-19 many organizations are sending their employees on leave without pay forcibly irrespective of decline in their business, some are enforcing salary pay cuts and some are really not able to pay or retain their potential employees.

CONCLUSION

The human resource department is a kind of mediator between employees and organizations. HRM practitioners cannot be biased for any party and at the same time they have to ensure the welfare of both. Human resource practices cannot escape in pretext to Covid-19 or any crisis rather than they have to work more effectively. The effective implementation of HRM practices is crucial for organizations to perform well. The ongoing pandemic made it very difficult for organizations to retain and recruit their potential employees. Training programs were postponed or canceled and couldn't take place in many organizations to date or many of them have tried to organize it virtually. When we talk about performance standards or productivity standards it is also impacted badly because of the outbreak and seems too challenging to achieve.

The standard for performance and productivity for employees should be premeasured and factual in view of the Covid-19 outbreak because when we look after performance standards that were set before the outbreak is not easy to achieve during an outbreak. Many organizations are facing low revenue generation because of less number of staff or the lack of versatility in staff to cope up with that e-HRM practice should be adopted by organizations. This can help in minimizing the gathering during a pandemic when the risk of spreading coronavirus is high. Organizations should also ponder over existing HR practices and can review them.

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