

## **Challenges Faced By Human Resource Team During Covid-19.**

**By**

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### **Abstract**

In January 2020, the World Health Organization proclaimed public health an emergency and announced that it would later declare a disease of the new coronavirus (COVID-19), which would cause worldwide change and stress to the economies of virtually every country. Globally based organizations, regardless of their size as a result of the COVID-19 epidemic, currently have a large drop in their revenue, insolvency and job losses. This means that travel prohibitions, quarantine procedures and board shutdowns have also made a significant contribution to corporate issues. To sustain corporate activities, managers of human resources need to use new operating strategies to cope with the new pandemic difficulties. Dramatic changes resulting from the new COVID-19 coronavirus have an unparalleled impact on organizations all over the world and have had a profound effect on human resources management. HRM took the lead in navigating through stress management and continued to work remotely for its businesses in the uncertain and unforeseen future. This article is intended to clarify the impact of COVID-19 on companies and the department of human resources management. The paper presents organizational reactions to the pandemic and describes how HRM methods might be adapted to the new normal. During COVID-19, employee involvement in the current company scenario has become, due to a lockdown, one of the most notable pre-eminences of human resource managers and practisers.

**Keywords**— HR management during Covid-19, Covid -19 and business, Challenges Faced by HR in global pandemic.

### **1. Introduction**

In regard to the global COVID-19 epidemic, the business set-up is altering today. Human Resource Managers are always developing unique, creative and effective ways of involving staff in this challenging time. The engagement of employees is an attitude towards the workplace wherein all members of an organization, devoted to their goals and values, offer

of their greatness every day. Organizations keep in mind that employees properly involved in a business will produce productivity at the workplace and this will lead to greater client satisfaction and absolute sales and profitability developments in the company. Acceleration in scanning processes involves the economic effect of the global epidemic. Companies must now use digital platforms instantly to enable their staff to access jobs. Management of human resources has an important role to play in helping organizations negotiate the pandemic lockdown crisis in the context of tragic changes. The results of the research include the circumstance in which the regulations aimed at preventing the spread of Covid-19, causes rejections or reduces personnel, affect business process continue. Each company today has its own problems, but they have one thing in common: their success depends on its staff. HR managers could play a key role in an organization's efforts to overcome the challenge COVID-19. The main goal worldwide was to prevent the spread of the virus, which can only be achieved via everyone's collective effort. HR managers may therefore innovative by giving their employees flexibility, creativity and communication schedules. The Covid-19 problem made digitalization easier. Some organizations simply made a digital move, others were forced into a brief change. Companies which have been unable to react quickly can obstruct the process. The unexpected changes in their life and job are attempted by both employers and employees. The workforce has to adjust to the changes created by the crisis of Covid 19. In recent months, companies have changed their HR approaches.

They have permitted for example remote work and shortened working hours, business trips cancelled or postponed, online training and development activities, and recruiting restrictions or interdictions. Nevertheless, several firms have stepped up support activities in remote work to maintain performance and encourage communication or collaboration. Work will be more agile in the projected future. More flexibility in moving to remote work is expected. Teams are being separated by distance working so that collaborative tools are expected online interactions with other staff. It might be useful, but also difficult to distinguish between home and working life. Therefore, the balance between work and life is disrupted. During the Covid 19 era, one of the most important priority of HR managers was to highlight the health and security of organizations and rapid adoption by telecommunications to alleviate the impact of the pandemic on efficient and effective output. HR managers positioned the workforce in particular to react to the impending epidemic by making it more robust and productive. The current pandemic in the world has generated various obstacles for human resources managers in this regard, corona virus. HR challenges are various; with the onset of a Covid-19 epidemic these challenges have intensified. The efficient and effective functionality of the organization, in spite of movement constraints, inability to meet, appraise workers despite remote work, effective manners in sensitizing employees on and their effects of the corona virus, maintaining personal hygiene, psychological state of health care HR practitioners need to be concerned about.

## **2. The role of information systems in HRM**

"The way in which HR work is performed"[4] is shaped by continual technology innovations. These technological breakthroughs enabled an information-based and dynamic working environment to be created in real time. Personal information systems have developed into more complicated reporting and decision-making systems from the automatic personnel record [7]. In a traditional HRIS, only administrative questions like absences monitoring, wage structures, information training, recruitment, media reactions, access to current information, medical information and international administration could actually be addressed. But we saw a break from the past and an increase in efficiency. HRIS enables us to respond to changes and

decision-making demands more swiftly. HRIS provides budget control, tracking and screening, matching skills, assessment, feedback, staff planning, succession planning, skill monitoring, analysis of requirements for training and comprehensive analysis [20]. The key problem is how information systems really affect and what function they play in HRM. In numerous fields HRIS can be applied, combined with the HRIS system (Figure 1).



**Figure.1.** Areas of applications in HRIS

### 3. Literature Review

**Iza Gigauri (2020)** In order to better frame the problem coming from the present crisis, qualitative expert interviews were employed as first guidance for this research. The opinions of the experts were based on their personal experience and knowledge. Data were interpreted and the principal issues, similarities and differences of expert replies were compared. Data were interpreted. The research aims at examining the impact of Covid-19 pandemics on HR managers' operations and how firms have reacted to the HRM dilemma. In Georgia, the interviewed specialists had almost the same trends as in a literature review around the world in this pandemic catastrophe. Similar trends in human resources management and employee behavior have been suggested by the researchers during the crisis situations. The existing business procedures as a result of the pandemic are complex, leading to many negative but also good results. Workers and organizations, to achieve outcomes, adjust to the new reality. In this respect, the internal communication should be emphasized to adapt swiftly. Team spirit, camaraderie, cooperation and cooperation in this changing environment are therefore necessary to survive. Management of human resources contributes significantly to the development of those skills needed for current work not only by establishing online HR processes, but also by developing the skills required for the future if circumstances are changed. In the staff development programs, HRM should focus on these challenges [1].

**Mohammed Ali Bait et. all (2020)** Pandemic Covid-19 has made everyone fear the unknown. Due to locking and quarantine orders, everyone worldwide including retail firms is negatively affected. In order to survive the crisis, merchants need help more than they have

been before, and only with the participation of human resources management can they have the tangible support of their employees. As organizations rely on management of human resources to disseminate latest information about organization and jobs, the role of the management of human resources during the crisis becomes even more complex. The study suggests that the management of human resources can solve challenges by offering hygienic trainings for employees of the front line, carrying out succession planning in conjunction with equitable organizations and justice in order to prevent the reputes of the organization [2].

**Iza Gigauri (2020)** The longitudinal data, however, provide an overview of the impact on HRM of COVID-19. Inter-sectional information was employed in this investigation. The small sample size is an additional limit, generated by a short period of time and the pandemic stage, but the conclusions may be generalized by employing probability sampling to collect data from large samples. However, the outcomes of the research can be a pilot study for other largescale investigations. Organizations must adopt a suitable strategy and adapt to the changing situation. It brings together a company understanding of the impact of COVID-19 on companies – profit and benefit and the effect of the crisis on human resources management. The research results will contribute to HRM programming in practice and emphasize the important role played for remote productivity in employees by working surroundings. The results will be used by HR managers to better their efforts towards both companies and employees. Including policymakers and government agencies, study ramifications. To overcome the pandemic crisis, it will be necessary for organizations, public authorities and policymakers to work together and to develop new decisions and regulations addressing the new challenges of flexible labor, technological and professional skills training, pay reductions, wage inequality and unemployment needs. [3]

**Onwuegbuna et. all (2021)** This study concludes that organizations are always changing. The human resource management activities have evolved dramatically in Covid-19. If these adjustments are not managed appropriately, disorder and productivity decrease are created. HR managers must therefore be well-equipped to be ready to meet the difficulties as they arise. On this basis and on the basis of the assumption given above, we have produced the following recommendations for addressing corona virus challenges:

- Change is permanent; therefore, HR managers should always be prepared for change. The corporate environment is characterized especially by its continuously changing nature, which is why keeping changes up to date and the challenge for an HR professional should be vital. Any deficiency on their side may jeopardize the organization's efforts to achieve its objectives.
- The staff should be ready to sensitize employees, their effects and impact on the operations as well as on their employees and other stakeholders (through an orientation agenda). There is no over-emphasis on the necessity of a learning organization. If stakeholders know what they are expecting and the repercussions of negligence, they will be helped to establish strategies, especially as it concerns the fundamental HR activities of the organization to survive an outbreak that can damage corporate business. These plans should be developed in partnership, including risk management, finance and IT with other departments. [4]

**Marlene Sofia Alves e Silva et. all (2018)** Technology is having a major influence on HRM increasingly. In the procedures and activities, HRM also will take over new outlines as technology progresses. In view of improvement in accuracy, rapid information access, greater competitiveness and efficiency, and the regenerator of the HR function, the HRIS was found to be the response to the demand for this transaction in the most fruitful possible way. The

underlying objectives of HRIS and the answers to the real demands of HRM still remain a matter of question. It is true that its use and outcomes are still limited. Its function in HRM, however, enables us to respond faster to HRM changes and demands, including budget management, tracking and screening, compliance skills, evaluations, feedback, staff planning, succession planning, monitoring of capacities, analysis of training requirements, and global analysis. [5]

**Nisha Chanana, Sangeeta et. all (2020)** In the current epidemic, the involvement of employees owing to COVID19 has become quite important. It is certainly a dream in this current environment of lock-down to think of taking the top position without your colleagues' support. Organizations know well that the key to success in this difficult time is engaged people. Therefore, companies must look forward to their employees' engagement in pandemic circumstances and to being satisfied and motivated. In the current environment it is vital for the growth of companies to set employee participation measures with the use of technology. [6]

**Hassan Imam et. all (2020)** In January 2020, the World Health Organization proclaimed public health an emergency and announced that it would later declare a disease of the new coronavirus (COVID-19), which would cause worldwide change and stress to the economies of virtually every country. After the crisis of the past two decades, starting from early 2000 to 9/11, and later the global financial crisis, the aviation industry, which had only beaten to recover, is now once again facing a tremendous problem from restricted borders and further lockdowns by the pandemic. Boundaries are closed, with few aircraft in the air and the remainder grounded. The aim of this article is to comprehend the present epidemic and its ramifications for the aviation sector in a conceptual sense. The research presents a unique human resource management (HRM) perspective, which is seldom employed in aviation. [7]

**Jodi Oakman et. all (2020)** The results of this review overall indicate that WAH has significantly different effects on mental and physical health. However, although the number of research has been relatively modest, there are certain concepts that may be used to help employers improve working circumstances in order to reduce the negative impact of WAH and boost WAH's favorable health consequences. The possibility that managers and their teams and their collaborators regularly talk and contribute to reducing negative effects of feeling alone when WAH is important at a minimum. In cases when WAH is still compulsory, the impact of being at home in full-time terms (e.g., higher heating, cooling and telecommunications costs) must be considered. This applies to the financial impact of home. Some financial remuneration may be justified for employees, even when some of these expenditures can be compensated by reduced commute costs. [8]

**Joel B. Carnevale (2020)** Although the COVID-19's longterm consequences remain unknown, there is little reason to believe it will damage organizational lives in the short term. It is not at all possible to react to this epidemic and, as health specialists advise, there is almost a certain probability of future health crises of this wide extent. Therefore, our attention should be on thinking, on the assumption that the major challenge today is not a unique and abnormal event but rather a "new reality" that offers new opportunities for both researchers and practices. To that end, the ongoing debate will be a step in this direction, highlighting key ramifications of COVID-19 for staff adaptation and well-being. [9]

**Kevin M. Kniffin et. all (2020)** The repercussions of COVID-19 have been severe on workers and businesses worldwide. Authors give a broad review in order to understand the impact for their employees, teams and work organization, of the previous research that is based

on work and organization, psychology, and related topics. The main topic of our literature study and preliminary assessment was: I developing changes in working patterns (e.g., work from home, virtual teams) (e.g., unemployment, mental well-being). Furthermore, we look at the possible moderating elements of age, race and ethnicity, gender, family situation, personality and cultural differences to produce different impacts. Our comprehensive overview illustrates the benefits of team science and gives an integral way to explore COVID-19 consequences for work and organizations, and addresses concerns for future study as well as insights into informing solutions. [10]

#### **4. Theoretical Framework**

In crisis, HR experts can play a vital role in improving organizational performance with practical help. However, scant research studies specific practices, particularly in Georgia. Given that the pandemic creates an extremely tough environment for HRM, managers must now help their workforces to adjust to significant working and social changes and cope with them (Carnevale & Hatak, 2020). In the presence of their families even employees who work from home before can meet various problems (Giurge & Bohns, 2020). HRM policies and practices impact the behavior and performance of employees and organizational decisions affect the well-being of employees. HRM needs to handle workplace pressures, work burnout and other risks within the scope of health and safety management. It should be noted that when its productive employees become unwell, an organization is greatly harmed by the new coronavirus (Opatha, 2020). Consequently, the role of HR managers in ensuring employee safety is of paramount importance. Moreover, employees' time is now more fragmented as work and family boundaries being removed (Giurge & Bohns, 2020). Companies therefore need to support staff in their efforts to preserve enough positions in the workforce. On the other hand, childless and individual people can confront another difficulty and need that is loneliness and feelings of social isolation when co-working locations are closed when they work from home. HR managers can improve relationship-based methods for them to address the increased danger of isolation between them (Carnevale & Hatak, 2020). The research conducted by Ruiller et al. (2019) argue that the e-leaders' central role that influences the team members in terms of the communication and organizational behavior can overcome the management challenges regarding the risk of isolation of tele-workers combined with the need to maintain cohesion for the dispersed team.

#### **5. Methodology**

Data for this study were drawn from a review of secondary sources, already published papers or research articles, newspapers and online sources.

#### **6. Challenges Of Succession Planning**

The potential sources of viral infection for retail personnel include close contact with customers with Covid-19 over lengthy periods of time. Furthermore, after handling products, currency or goods impacted by Covid-19, it touches the nose, mouth or eyes. Although retail staff follow government guidelines and management to keep a secure distance with consumers, asymptomatic customers are nevertheless given the opportunity to transfer the virus on to retail staff. The issue is that if retail workers get infected with Covid 19 or die, human resource planning will remain the duty. Instead of simply drawing up the list of names of employees that will be tabled up when any substitute is needed, the companies should handle the process of succession planning more responsively (Cantor:2005). The well-known full-service retail

and marketing consulting company, J.C. Williams Group, feels that investment in leadership development, including succession planning, will enable retail firms with the right talents in the best possible position to support future success (J.C. Williams Group: 2012).

### 5.1 Challenges of Employee Productivity and Job assurance

Productivity of employees in firms is crucial to cost management and revenue increase, but employees should be provided with job security to achieve this. It is crucial to maintain job security for employees to ensure productivity for employees. The productivity of employees depends on job safety, according to the organization's psychology. Employees are less productive when their jobs are unsafe and more productive when their jobs are safe. Insecure employees are unsure if they are going to retain the job or leave their existing position. Of course, employees' performance is also affected to the amount that they feel insured (Sanyal et al. 2018,). Because the pandemic has broken out, the function of human resources management has become much more difficult to safeguard the safety of employees, because companies throughout the world face harsh weather and find it difficult to survive.

**Table: 1** Challenges Caused by the Pandemic Crisis

Challenging areas to organizations	Challenges to Employees	Challenges to HRM
<ul style="list-style-type: none"> <li>Corporate Brand/ Image</li> <li>Organizational Culture/ Organizational values</li> <li>Uncertainty/ Crisis Management</li> <li>Business closure / Suspended operations</li> <li>Imposed Fines</li> <li>Financial difficulties</li> <li>Flexibility</li> <li>Digitalization</li> </ul>	<ul style="list-style-type: none"> <li>Stress</li> <li>Unemployment</li> <li>Unpaid leave</li> <li>Adaptability to remote working</li> <li>Lack of Knowledge in Online tools</li> </ul>	<ul style="list-style-type: none"> <li>Managing panic</li> <li>Avoiding dismissal</li> <li>Retaining employees</li> <li>Remote/online Management</li> <li>Lack of Knowledge in Technologies</li> <li>Lack of crisis</li> <li>Management skills and knowledge</li> <li>New safety regulations</li> </ul>

### 5.2 Limited Number of Staff Working On-Site

The lack of tele-working due to corona virus at work has almost increased as the workload has gradually quadrupled. Most employees currently work from their home while some are virtually unable to work on site due to poor health and the consequent rise in workload. In the context of Covid-19, too, staff attendance in sensitive jobs was dramatically reduced. These concerns present significant uncertainty for managers of human resources, who must assure the best use of their workforce. Management may, in order to do this, raise the workplace presence of employees by establishing policies which encourage people at work to spend longer hours to perform higher duties and to hide employees not on the ground. In another method, overtime limits can be adjusted to decrease backlogs for additional hours. Also, additional time compensation may be added to safeguard working hours at the site, but only for telecommunications times.

### 5.3 Overcoming the challenges of Covid-19

It is essential for HR managers to be well qualified to face the difficulties as they arise. On this assumption and on this basis, the following recommendations have been made in order to deal with the issues provided by corona virus: 1. Change is constant; therefore, HR managers should always be ready for change. The world of business is characterized in particular by its

constantly changing nature, thereby keeping change alert and the demands of an HR specialist. This is because every deficiency on their part jeopardizes the organization's attempts to achieve its objectives. 2. Personalists should readily be able to make employees aware of the changes, their consequences and their implications for the activities as well as its staff and other stakeholders through an orientation programme. They should also be able to do so. It is not possible to over emphasize the necessity of a learning organization. Knowing what they expect from and the repercussions of carelessness on their part, the stakeholders build strategies, especially in connection with key HR activities within the firm, for the survival of an epidemic that might lead to disasters in the operations of businesses. Such plans should be developed in collaboration with other departments, such as risk management, finance and IT (McIlvaine, 2020) 3. The professionals in human resources should encourage effective, efficient and yet adaptable leadership styles that will handle rapid workforce, operations, corporate structure and environment changes. HRM flexibility here refers to the degree to which the practice is tailored for the current environment and to the rate at which it is revised and redeployed in order to respond to various conditions (Agarwal, 2020). 4. In order to discern legitimate data from false news and information, emphasis should be given to the need of embedding information management capabilities in the filtering of information. The identification of verified and accurate information will support the development of strategies and policies that meet the problems of the organization.

## **7. Employee Engagement Practices During The Covid-19 Lockdown**

As companies build various engagement methods for implementing COVID-19 remote work rules at full time, several practices are available to keep your staff working from home. The company is committed in the new dimension to familial involvement in employee engagement, according to Sarkar (2020) to keep the children of their employees involved during the COVID-19 lockout for a few hours while they work from the home. Article of Talukar (2020) suggests five ideas in the spirit of COVID-19 to practice employee engagement. These include creating a far stronger communications system with your remote teams, encouraging them immediately, loosening up, and making them more flexible, establishing a virtual community with all your employees and hosting online work for team building. Article from Goswami (2020) deals with employee inactivity during the shutdown period. The downtimes are increased by manufacturers such as CEAT, SAR and Aditya Birla. Through apprenticeship and development, firms keep employees locked. Some organizations give their employees TED talks, webinars, books, e-learning and self-developed content. Some companies also motivate their staff during the pandemic and attempt to alleviate their anxieties, so that they remain cheerful. CEAT has engaged fitness coaches to motivate downtime staff and their families via podcasts and live calls. Article of Dutta (2020) describes digital learning methods for upgrading employee abilities while locking them down. By building learning opportunities, providing different tools for continued professional advancement and maintaining the involvement of employees during this trying time, firms may equip digital staff for the future. Singh (2020) noted that during the outbreak of the COVID-19 organizations must focus on staff involvement. In that article people feel inspired and devoted to their organizations, if employees have substantial jobs and organizations consistently offer them opportunity for progress. The involvement of remote employees creates an open culture where employees can come up with fresh ideas. Commitment programs increase the inquisition of employees and help them to promote the employee's imaginative and creative side. So, amid difficult circumstances, organizations need to adopt effective measures to engage employees.

## 8. Conclusion

The purpose of this article was to examine how the pandemic in Covid-19 influenced HR managers' activities and how HRM-led organizations deal to the crisis. By integrating online HR processes, managers make an important contribution not only by training them in the skills required for the performance of present work, but also by building the skills needed for the future in the event of a change. Pandemic Covid-19 has made all people fear the unknown. Due to locking and quarantine orders, all companies around the world and retail firms are significantly affected. To overcome this crisis, retailers require their employees more help than before, only with the participation of human resource management can they receive actual backing from employees. The flexible working time is accompanied by remote work, and consequently, changes are inevitable to jobs, tasks, places of employment, working times, team work and management systems. While the long-term consequences of COVID-19 are unknown, there is no reason to think that it will have a short-lived impact on organizational life.

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