

CHALLENGES AND OPPORTUNITIES ON HUMAN RESOURCE MANAGEMENT FOR ORGANIZATION DURING (COVID-19) PANDEMIC SITUATION

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Abstract

This study aims to examine the challenges and opportunities during the (COVID-19) pandemic situation. In this study, we give a different view that shows how this Coronavirus affects our personal and professional lives, and how HRM (human resource management) helps their employees during this complete lockdown situation. This study is divided into three parts, the first part that shows how Coronavirus creates an opportunity for all the employees by doing their work through a digital platform or we can say that through work from home, second part show what are the challenges faced by the employees during this pandemic, and the third part is how HRM help their employees to overcome their stress as well growth of the organization. In this study, we tried to examine all the aspects during this (COVID-19) pandemic situation, also how HRM plays their role to overcome the employees stress and to balance continence in work through this entire pandemic situation.

Keywords: *Human Resource, Pandemic, Organization.*

1. INTRODUCTION

Covid-19 pandemic, has forced the entire world to come under the grip of quarantine commands. Timely, governmental guidelines to avoid physical contacts with other humans have created phobia among all humans. Covid-19 has impacted every business sector around the globe. Retail sector along with all other sectors is also adversely affected by Covid-19. Retail sector is usually considered as an economic heavyweight, because on an average across OECD (e Organization for Economic Co-operation and Development) countries about 1 in 12 workers are employed in the retail sector and the sector contributes almost 5% of GDP. However, due Covid-19 outbreak, along with other sectors, the retail sector is also facing severe disruptions. Since the retail sector is labor intensive, the disruptions will have severe employment consequences (OECD: 2020)

Specifically to the U.S. retail market, the World Health Organization (WHO) declared coronavirus as pandemic in March, 2020, retailers across the U.S. were forced to shut their business for weeks to curtail the spread of the virus. Retail sector's first-quarter operating income fell 57.7% compared with last year. Covid has resulted for many companies in the U.S. resorting to cost-cutting measures and some have filed for bankruptcy (Harring: 2020). In this crisis, the retailers are in need of support from their employees more than ever before. Retailers can have the tangible cooperation of employees, only when the human resource management involves completely managing retail personnel. In service industries, particularly in retail services, commitment and motivation of employees is 'must', because highly motivated and committed employees will surely provide excellent quality service to the customers

Inception of Covid-19, since November-December, 2019, has drastically transformed lives globally. Presently, the world is witnessing an exceptional public health emergency. In this phase of social uncertainty, almost all businesses are adversely affected because of decrease in sales. USAFacts (USAFacts:2020) is a not-for-profit, nonpartisan civic initiative providing the most

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comprehensive and understandable government data, in its website, states the details with regard to decline in retail sales in the U.S. “With the COVID-19 pandemic limiting movement and disrupting economic activity, retail sales dropped 8.7% in March, the largest month-to-month decrease since the Census Bureau started tracking the data. Overall retail sales, including food services such as restaurants, fell from \$529.3 billion in February to \$483.1 billion in March.” It is a known fact that an organized retail store provides employment to a large number. Therefore, for the human resource management, managing human resources in organized retail stores is more critical (Lahoti: 2014). Alarmingly, with the outbreak of pandemic, handling workforce issues which were already a challenge for human resource management has now turned out to be more challenging. The crux of this study is to know the specific workforce challenges faced by human resource management in organized retail stores and subsequently identifying the solutions in overcoming those challenges.

2. IMPLEMENTATION METHOD

The method used in this study is a descriptive method with a quantitative approach in the form of a case study. Quantitative research is a process of finding knowledge that uses data in the form of numbers as a tool to analyze information about what you want to know. (Kasiram (2008: 149) in his book *Qualitative and Quantitative Research Methodology*). According to Sugiyono (2013:13) is a study based on the philosophy of positivism, which is used to consider in population or special samples, sampling techniques conducted in general randomly, meeting data using research instruments, quantitative/statistical data analysis that has the purpose to move on to the hypothesis that has been determined. So here it can be concluded that quantitative descriptive research is a study that focuses on actual problems and phenomena that are occurring during the study with the form of research results in the form of numbers and descriptions that have meaning. According to Margareta (2013), the purpose of descriptive research with quantitative approach is to clarify a situation to be researched with the support of library studies so as to further strengthen the analysis of research in drawing conclusions.

3. RESULTS AND DISCUSSION

In this (COVID-19) pandemic situation, everything is done through this digital platform, so as HRM did their work through an online platform, or we can say that work from home. As we all that in this situation nobody can physically interact with each other so that an online platform is the best way to get their work done. This digital technology and virtual work have done make everyone life's more easier. Employees are working in their (P-E fit) environment so; they give more attention to their work. Through this entire (COVID-19) pandemic situation HRM did their all work through a digital platform all the recruitments, meetings, internships, pieces of training, and work from home are done through an online platform. Work from home might be a challenge for all the employees also because usually, they work in their office and now they have to work in front of their families sometimes this might be difficult for them also (Giurge & Bohns, 2020) [3]. Under this pandemic situation, everyone got more time to spend with their family in somehow, they do not get that much time for them and this whole thing creates lots of positivity between the employees.

During this pandemic situation, HR managers may have to deal with various employees related challenges, for example, initial days every organization faces lots of difficulties to do their work through digital platform because most of the employees are not usually doing their work at home, in front of their families and this Coronavirus give them a totally different experience.

Sometimes the current employees who are working for the organization they may affect from this virus, so HR manager may have the responsibility of their safety and to create a healthy relationship between employees and organization (Carnevale & Hatak, 2020) Since, this Coronavirus situation is their employees have disconnected from their social life also, because previously they interact with friends, colleges and doing other social activities during their jobs but now they all are stuck in one place. In this Coronavirus situation every research conducted through a digital platform so, there is a lack of continuous business activities, employee safety, and customer's preference (Singer-Velush, Sherman, & Anderson, 2020) [8] and HR managers are working so hard to bring down less damage through this work from the home situation (Singer-Velush, Sherman, & Anderson, 2020) Sometimes this whole pandemic situation getting more stress full for employees because usually their working hours are already decided but under this situation sometimes time duration is not limited, they had to work, to overcome this stressful situation HR executive building different type of new policies for their employees. According to Carnevale (2020), COVID-19 has changed the environment for all the employees as well as organization, previously employees work from their organization and now their work is different they have to work in front of their families and HRM help them to adjust to this new environment and also done their work properly.

3.1 Human Resource and Organizational Role during (COVID-19)

Human resource management (HRM) players a very important role during this (COVID-19) pandemic situation, this lockdown is uncertain nobody planned for that but the way HRM (Human resource management) manage this entire situation that is very affectionate, they build a healthy and long-term relationship between the employees and the organization. From time to time, HRM time to time makes new technologies for the organization to achieve its goals. According to Santana and Cobo (2020) studied that HRM should build such a kind of policies where work from home is there, this may help in increases more use of technology and digital platform. As we all know that HRM is helping in transform the employees, but they do responsible for an employee to upgrade their skills and their professional growth, and during this pandemic situation they do run various online sessions for their employees to overcome their stress and help them to upgrade their self. According to Al-sharafi, Hassan & Alam (2018), If an organization want their employees for long term so, they do have time to time motivate them to sustain in that organization, and in this (COVID-19) pandemic situation, HR managers do motivate their employees for managing their personal and professional lives.

Through this entire COVID- 19, the pandemic situation where there are different types of challenges and opportunities for every organization, as well as employees, growth of the organization, is also they are in business, due to this entire pandemic situation where everyone is doing their work through online platform HRM (Human resource management) establishes lots of new policies and working environment for their employees to accomplish their work effectively and accurately. According to Carnevale (2020) [2], the COVID-19 pandemic situation has completed changed the working environment with in the past few month's organization working styles is changed previously organizations sell their products with the help of consumers, middleman, shopping complexes, and other sellers but now every organization direct deal with their customer and provide their nursery product as per their requirements.

Nowadays everyone working through an online platform now we can direct contact with the customers and provide them sufficient services it will also help us to directly receive the feedback from their sights and work according to them, this may also help in the growth of organization because when we directly connect with customers organization know what they want from them and provide the services/products as per the wants. As we all the COVID-19 pandemic situation is

an unplanned crisis for everyone no one is previously ready for this situation, but when everyone dealing with this situation digital market plays a very important role through this whole pandemic, now days almost every organization work through this platform, with the help of digital market they directly connect with their customers and provide services to them.

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3.2 Human Resource Changes during COVID 19

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As we all the COVID-19 pandemic situation is an unplanned crisis for everyone no one is previously ready for this situation, but when everyone dealing with this situation digital market plays a very important role through this whole pandemic, now days almost every organization work through this platform, with the help of digital market they directly connect with their customers and provide services to them.

As we all know that (COVID-19) pandemic situation is unexpected for everyone no one is ready for that. Everyone is dealing with this virus. The pandemic thing creates lots of challenges in our personal as well as our professional lives. In such an unexpected situation, HRM plays a wonderful role in the organization through this Coronavirus pandemic situation. Working through this online platform gives a different experience for all the employees who those never done it before. We can say, this is very challenging as well as opportunities-based situations for all over the world because people are not expected anything can happen like this. No one is prepared for this entire lockdown situation; everyone faces different types of hindrance in their personal and professional lives. In Coronavirus pandemic situation may increase the automatic things and now people are more dependent on them. Working through this online platform, everyone gets more dependent on automatic systems this whole thing may consider a very huge advantage for every organization.

Under this way of getting their work done employees feel more connected with each other because previously they have done most of their meetings through the offline platform and sometimes everyone cannot attend it, but now they have more online meetings in organization between the national and international co-workers.

In this study, we try to highlight all the positive and negative situations during this pandemic, under which every employee and organizations go through, and how HRM plays their role to overcome this situation. This (COVID-19) pandemic situation suddenly created a more stressful

life for those employees, who already delaying with their health issues, work stress, and other personal issues as well (Caligiuri P, 2020) [9] So, under these all various situation HR manager done different type of activities like (online chat sections between the new and old employees, online training sections for employees to increases their work-related knowledge, work from home sections and online concealing sections for their employees) these all things done by organization for their employees to increases their boost in this pandemic situation. This entire (COVID-19) pandemic situation teaches us lots of new things that may help all of us in the future because this virus is so unexpected, no one knows how to deal with this, and this uncertain lockdown makes things more difficult but above all that this we learn so many new things and proves that every problem has a solution we just must find out.

4. CONCLUSION

Consistent with the universalist view, our results suggest that all HR practices have had a more positive and significant relationship with organisational performance during the COVID-19 pandemic than during the non-pandemic period. During the outbreak, HR practices (such as training, profit sharing, development, job security and employee voice) have made an increased contribution to organisations' performance, mainly because widespread unemployment causes employees to cherish job opportunities more. Our findings also imply that the relationship between HR practices and performance during COVID-19 has differed depending on the size of the organisation and the heterogeneity of the industry. During the epidemic period, the relationship between HR practices and performance was strongest in low-tech enterprises (such as hotels and catering industries), where employees lacked self-sufficiency, which also reflected that the epidemic most severely affected the labour force for low-tech enterprise. In addition, it has been found that because of the influence of COVID-19, a series of emerging problems have emerged in the field of HR that have presented more research topics for future HR research. Among them, due to the particularity of COVID-19, the topic of HR research mainly focuses on the risk of epidemic spread brought about by the flow of workers. Therefore, in the related research into HR, the topic of health and life safety has attracted the most concern from enterprise managers and researchers.

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