COVID-19 Pandemic and the Roles of Human Resource Management: A Review

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Abstract: *The study examined the COVID-19 Pandemic and how it changes the roles of human resource management. The study focused on COVID-19 and how it changes human resource management roles with measures of recruitment, compensation/reward and career growth and development. The study is based on review from several literatures that is related to the study. Data was gathered from journals, articles and classified publications and analysed qualitatively because of the nature of the work. The study noted that some recruitment practices are adapting quickly to respect COVID-19 prevention measures. This includes shifting to online modalities, looking to recruit nationally (e.g., unemployed migrant workers already in the labour market in the country of destination, or national workers), and preparing for safe and fair recruitment practices once travel restrictions are lifted. One major issue that businesses have been addressing is liquidity, given that they still need to incur significant expenses even though there is little or no cash. It is not surprising, therefore, that some businesses are already furloughing employees or paying them reduced salaries. Some of the changes to employee rewards, which represent companies' continuous efforts in balancing business continuity and providing the support that employees need at these challenging times include; Remote Working, Measuring Work and Considerations for Staff Cost Containment. There is a huge responsibility for Human Resource managers to maintain the motivation of all employees and make them more productive and efficient. Companies HR managers are still working on this transition of work from home. Eventually, in this transition of work from home, HR managers are working on the priorities of their work because pressurizing the employees in their work would affect their well-being and efficiency as a manager doesn't know one's personal situation in this pandemic of COVID-19. The study finally recommended that the HRM need to ensure the need for remote mentoring and knowledge transfer programs to support the rapid reskilling of the workforce and to further develop capability in new or related competencies.*

Keywords: *COVID-19, Human Resource Management, Recruitment, Compensation and Career Growth*

Introduction

COVID-19, caused by SARS-CoV-2, was initially diagnosed in Wuhan, China, in December 2019 and has since grown into a worldwide pandemic in 2020, generating one of the worst global health disasters in modern history. Along with surveillance data on COVID-19 incidence, morbidity, and death, it's crucial to gather data on population-level COVID-19 experiences. Given that much of the prevention and societal impacts of the COVID-19 pandemic are driven by behavioral decisions, such as hygiene practices and social distancing (Anderson, Heesterbeek, Klinkenberg, & Hollingswort, 2020), collecting insights on COVID-19 knowledge, beliefs, and practices can inform public health professionals and policymakers developing targeted interventions and effective behavior change communication campaigns. The

COVID-19 epidemic has created a demanding environment for human resource management (HRM). Managers must assist their staff to adapt to and deal with drastic changes in the work and social environment. Formerly office-bound personnel must now adapt to remote work. Owing to shelter-in-place orders and the closure of non-essential enterprises, even individuals used to work from home confront new obstacles due to a lack of alternative workplaces (cafés, libraries, coworking spaces). This has certainly reduced the separation between work and home, making it harder to "unplug" from work (Chawla, MacGowan, Gabriel, & Podsakoff, 2020). Studies have used web-based participant recruitment platforms or informal social media campaigns to acquire national data on COVID-19-related knowledge, attitudes, and behaviors. Formal social media recruiting initiatives (such as Facebook ads) have demonstrated success in other research settings, but they are mostly untested for online survey data collecting during infectious disease epidemics. Pew Research Center: 69% of U.S. people utilized Facebook in 2019. Facebook is the social site most regularly used by all age groups, including older people, and 74% of adult users use it every day.

The COVID-19 epidemic, market instability, and new legislation have upended many employers' pay and benefits schemes. This is the sixth in a series of client memos on how organizations should improve their pay plans. In addition to COVID-19, additional recent changes may affect incentive compensation program design. This memorandum outlines near- and long-term considerations for organizations revising incentive pay schemes in light of these developments (Desmond-Hellmann, 2020).

Many organizations have had to assess, redeploy, or furlough most of their employees in response to COVID-19. The opposite extreme is massive hiring while most sectors' income is dropping. This has already changed the strategy, structure, and form of organizations' and industries' workforces. Pre-COVID-19, candidates with in-demand talents may select their employment. Post-COVID-19, the market tendency may reverse and power may transfer from people to organizations. Many organizations must swiftly alter skillsets and competency areas, source via new channels, and remobilize individuals and capabilities across business lines (Chawla, et al., 2020).

COVID-19 has caused widespread doubt. Team members rely upon leadership to explain what's occurring and what it implies for their jobs, lives, and families, compelling leaders to be open and honest. In recent months, executives like Marriott's CEO have shown true passion and sacrifice while delivering terrible news. Employees want leaders that are adaptable, receptive to changes in work patterns, sympathetic, and who listen. Long-term successful and respected leaders must react to people seeking greater purpose, enjoyment, and connection at work. In times of uncertainty, as a leader, discussing your values with your team may provide them a feeling of stability. By being real and vulnerable, you provide psychological safety for your coworkers. Open and honest communication, particularly about tough issues, is vital. Aligned activities establish trust in the short and long term. Our workforce will be seeking employers that have their backs, who guide them through tough times legitimately and provide a sense of purpose during and beyond the crisis. This might be our best opportunity to recruit and retain top talent by fostering loyalty and belonging among our restless workforce.

In the talent competition, companies are training, reskilling, and redeploying their employees rather than recruiting. We've seen this gain momentum, proving it's doable and crucial for corporate success. Supermarkets redeployed and reskilled head office personnel to deal with panic shopping, while airline staff worked in hospitals. Re-skilling and remote employment drive virtual training. Successful organizations will require tools to reskill how they function, backed by a wider perspective on their

sourcing strategy, so they can think imaginatively about how to get the talents they need. As skills expand and change, considering how individuals may migrate across industries will be typical (Barrick, Mount & Li, 2013). As a consequence of the crisis, many organizations will need to restructure and replace important holes in their teams. We're witnessing a growth in business resilience positions, a stronger emphasis on the Working Environment (including skills to support virtual working), and roles in the Digital Workforce Place and Cyber security. Understanding major role shortages and strategizing how to address them now will be key to post-COVID-19 success.

Companies throughout the globe have accomplished huge quantities of remote working in a short period, something that 'normally' would have required months of preparation. We must learn how to succeed in a digital workplace. This new manner of working requires new tools, regulations, and standards. Stijn, Louis, Moens, Sterkens, and Weytjens (2020) feel the rest of the world is finally adopting their manner of functioning. This "large-scale remote working experiment" also affects real estate and worldwide travel. Companies will question whether they need pricey office space and business class flights. These cost savings might be utilized to provide their employees with the newest technology platforms and collaboration tools (phones, laptops, etc.) and a budget for shared office space when a face-to-face meeting is needed. The multiple predicted changes influence employee experience, prompting organizations to act now to address the many elements of workers' working lives that will be impacted.

Many of these topics have long been on the HR agenda, but the crisis has expedited their relevance. They must be handled quickly since they affect the company's short-term survival, return to "new normal," and long-term performance. Companies should rethink everything they do by adopting agile operating models and design thinking approaches to analyze their operations and break down the complications caused by various tactical choices and initiatives. Time to reimagine employee experience and eliminate non-value-adding procedures. This will help HR to put its administrative past behind and become nimble professionals vital to the company's strategic success. A crisis like COVID-19 changes employee expectations, not only for leaders but for organizations as a whole, since the quarantine period allows for self-reflection such as "Am I pleased in my role?" My career? What's my purpose? These questions will make many team members rethink their roles. Effective organizations will recognize this cultural change and provide professional development chances to address the issue of purpose.

Statement of the Problem

The prevalence of the COVID 19 virus, it is without a doubt apparent that the Human Resources management positions in the majority of firms in today's world are not up to the expectations that have been set. The public has long been concerned about what they perceive to be regular instances of unequal recruiting, promotion, appointment, and retirement practices in businesses. However, during the course of the most recent few months after the occurrence of COVID 19, human resource practitioners have not been following their organization's recruiting and selection procedures in the suitable way. As a result, institutions suffer from high rates of employee turnover, high staff absenteeism, job reworks, expensive training expenditures, labour discontent, and poor levels of productivity.

The lopsided career growth and development process of employees, in addition to a lopsided approach to staff incentives and compensation, is the major challenge posed by COVID 19. This may lead to a loss

of productivity, competitive advantage, corporate benchmarking, staff commitment, and inefficiency. Due to the fact that human resources are the single most important aspect of production, it is absolutely necessary for productive organizations to implement human resource development programs that are upbeat, impartial, and focused on the future. These programs must be free of any and all forms of social affiliation.

CONCEPTUAL FRAMEWORK
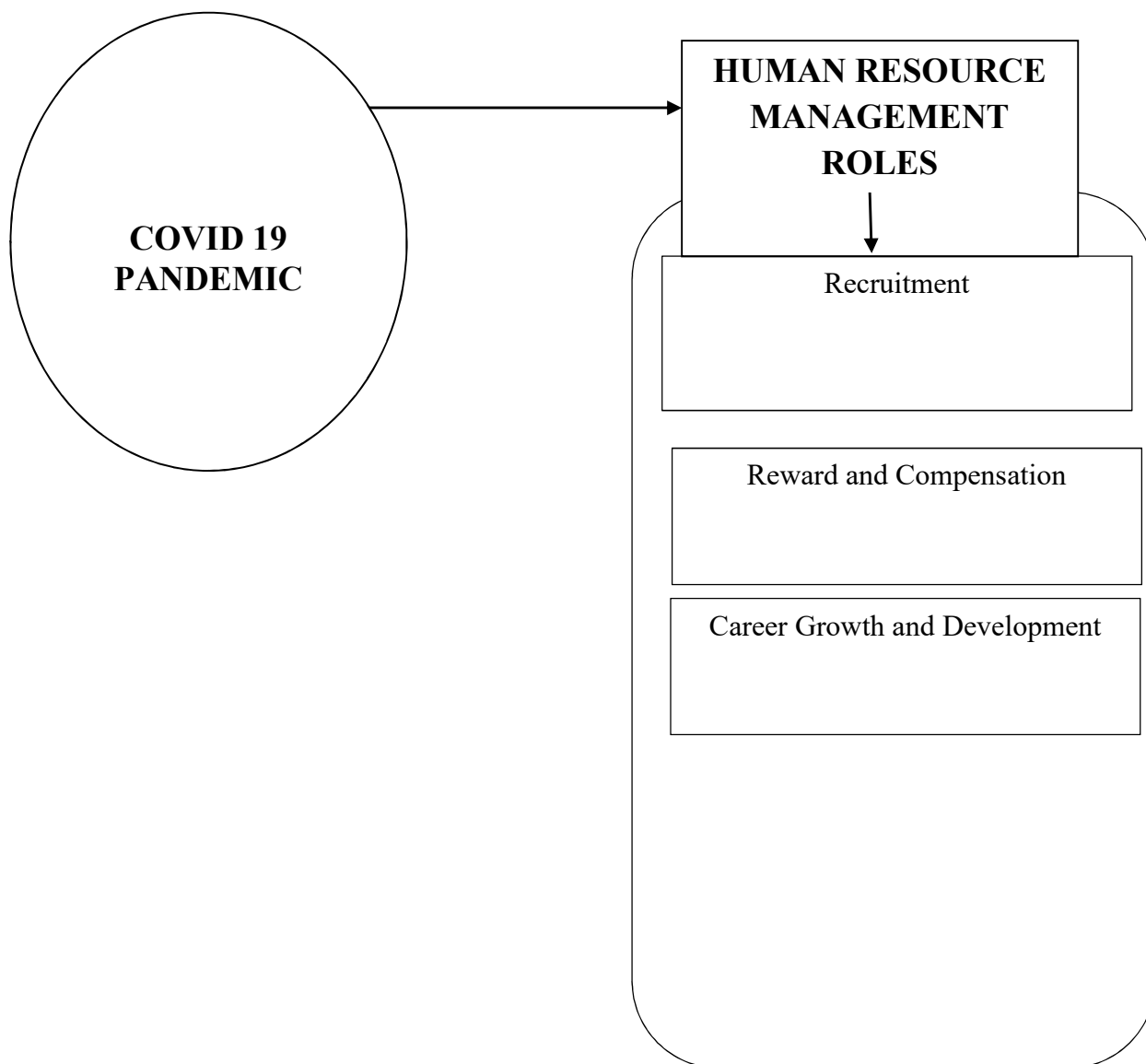
PURPOSE OF THE STUDY

The purpose of the study is to examine the COVID-19 Pandemic and how it changes the roles of human resource management. The study will specifically undertake the following;

1. Determine the effect of COVID-19 Pandemic on recruitment process
2. Determine the effect of COVID-19 Pandemic on reward and compensation
3. Determine the effect of COVID-19 Pandemic on career growth and development

SCOPE OF THE STUDY

The study is focused on COVID-19 and how it changes human resource management roles with measures of recruitment, compensation/reward and career growth and development.

METHODOLOGY

This is based on review from several literatures that is related to the study. Data was gathered from journals, articles and classified publications and analysed qualitatively because of the nature of the work.

LITERATURE REVIEW

COVID-19

The coronavirus pandemic (COVID-19) is an ongoing global pandemic caused by severe acute respiratory syndrome coronavirus 2. (SARS CoV 2). Wuhan, China, reported the outbreak in December 2019. The WHO declared the outbreak a pandemic on 11 March 2020. As of 10 August 2020, 19.9 million cases of COVID-19 have been reported in 188 countries and territories, resulting in 732,000 deaths; 12.1 million people have recovered (WHO, 2020).

The virus is spread by coughing, sneezing, and talking droplets. The droplets fall to the ground or surfaces rather than flying far. Smaller droplets that can stay in the air longer in enclosed spaces may also transmit airborne diseases. Less often, infected people may touch a contaminated surface and then their face. It's most contagious in the first three days after symptoms appear, but it can spread before and after that (WHO, 2020).

Fever, cough, fatigue, shortness of breath, and smell loss are common. Pneumonia and ARF are complications. Symptoms usually appear five days after exposure, but it can take two to 14 days. Several vaccine candidates are in development, but none have completed safety and efficacy trials. No specific antiviral medication exists, so symptomatic treatment is used (WHO, 2020).

Hand washing, covering one's mouth when coughing, maintaining distance from others, wearing a face mask in public, disinfecting surfaces, increasing ventilation and air filtration indoors, and monitoring and self-isolation are recommended preventive measures. Travel restrictions, lockdowns, occupational hazard measures, and facility closures have been implemented globally to curb the disease's spread. Many locations have increased testing capability and traced affected contacts (WHO, 2020).

The epidemic created a worldwide recession and famines that affected 265 million people. It has resulted in postponed or canceled sports, religious, political, and cultural events, widespread supply

shortages, and lowered pollution and greenhouse gas emissions. 161 nations have shuttered schools, universities, and colleges, impacting 98.6% of the world's students. Social media and mainstream media spread misinformation about the infection. Xenophobia and prejudice have occurred against Chinese individuals and those considered to come from high-infection regions.

History

On 31 December 2019, WHO received reports of a cluster of viral pneumonia patients in Wuhan, Hubei. An investigation was initiated in January 2020. On 30 January, the WHO labeled the epidemic a PHEIC—7,818 cases in 19 countries in five WHO regions (WHO, 2020).

Several early sick patients visited Huanan Seafood Wholesale Market; the virus is zoonotic. SARS CoV 2 is a recently found virus related to bat, pangolin, and SARS-CoV. COVID-19 is natural, according to science. People preparing bat carcasses and guano for Chinese medicine may have been infected.

The first documented individual with symptoms became sick on 1 December 2019 and had no ties to the later wet market cluster. Two-thirds of early instances recorded that month were market-related. Unverified reports from the South China Morning Post on 13 March 2020 stated a 55-year-old from Hubei may have been the first affected.

Italy, Iran, South Korea, and Japan reported rising numbers of COVID-19 cases on 11 March 2020. Outside China, more instances emerged than within.

Few COVID-19 patients die. For those who don't, the duration between symptoms and death is 6 to 41 days, generally 14 days. By 10 August 2020, COVID-19 has caused 732,000 fatalities. As of 14 June, 80% of fatalities in China were among individuals over 60, and 75% had pre-existing disorders including cardiovascular disease and diabetes. COPD, obesity, type 2 diabetes, and other health factors raise the risk of severe disease from COVID-19 (WHO, 2020).

Wuhan reported the first fatality on January 9, 2020. The first death outside China happened in the Philippines on 1 February and in France on 14 February.

Official COVID-19 fatalities are those who tested positive. This ignores untested fatalities. Those with underlying conditions may be overcounted. Comparing all-cause fatalities to seasonal averages shows higher mortality in several nations. In the worst-affected regions, death is high. In New York City, fatalities are four times greater than usual, in Paris they're twice as high, and in several European nations, they're 20-30% higher. This increased mortality may be caused by overburdened healthcare systems and surgical prohibitions (WHO, 2020).

Mortality is measured in many ways. These figures fluctuate by area and over time, based on testing volume, healthcare system quality, treatment choices, government reaction, and demographic factors including age, sex, and general health. Some nations (like Belgium) include fatalities from suspected COVID-19 instances, whether or not the individual was tested, resulting in greater figures.

The death-to-case ratio compares COVID-19 fatalities to diagnosed cases during a certain time. As of 10 August 2020, the worldwide death-to-case ratio was 3.7% (732,467 fatalities for 19,936,547 cases). Region-specific.

Ailments

The incubation period spans from 1 to 14 days but is usually 5 days. Asymptomatic or presymptomatic carriers may transmit the virus. As of 6 April, asymptomatic ratio estimates range from 5 to 80%.

Fever (88%) and dry cough are the most prevalent COVID-19 symptoms (68 percent). Less frequent symptoms include weariness, coughing up blood, loss of smell and taste, shortness of breath, muscular and joint discomfort, sore throat, headache, chills, vomiting, diarrhea, and rash. One in five people with symptoms may get unwell and have trouble breathing. Emergencies include trouble breathing, chest discomfort or pressure, abrupt disorientation, difficulty awakening, and blue face or lips. The condition may progress to pneumonia, ARDS, sepsis, septic shock, and renal failure (WHO, 2020).

Transmission

Many elements of COVID-19's dissemination are still unknown. It spreads quickly, more than flu but less than measles. People are most infectious when they have symptoms (even mild or non-specific symptoms), although they may be infectious two days before symptoms arise (pre-symptomatic transmission). Moderate instances last 7-12 days, while severe cases last 2 weeks. It's uncertain how frequently asymptomatic transmission occurs. 40–45% of afflicted patients are asymptomatic, a June 2020 assessment revealed (WHO, 2020). COVID-19 spreads when close contacts inhale droplets from a coughing, sneezing, talking, or singing sick person. WHO recommends 1 m (3 ft) of social distance; CDC suggests 2 m (6 ft) (WHO, 2020).

Aerosols, which may linger in the air for longer, can potentially transmit disease. Virus may persist in aerosol for 3 hours, according to experiments. Some epidemics have occurred in crowded, poorly ventilated indoor places where sick people spend lengthy periods (such as restaurants and nightclubs). Aerosol transmission in such places is possible. Some medical treatments on COVID-19 patients in hospitals might create smaller droplets, making viral transmission easier (WHO, 2020).

Less often, infected droplets may stay infectious if individuals contact contaminated surfaces with unwashed hands and then their eyes, nose, or mouth. The quantity of live active virus on surfaces reduces with time until it can't cause infection, and surfaces aren't the major method the virus spreads. Unknown is the quantity of contamination needed to transmit infection through surfaces, however the virus may be found for up to four hours on copper, one day on cardboard, and three days on polypropylene and stainless steel. Household disinfectants kill viruses on surfaces and hands. Disinfectants like bleach are not a COVID-19 therapy and may create health concerns if used improperly, such as within the body (WHO, 2020).

Sputum and saliva are virus-laden. Kissing, personal touch, and fecal–oral pathways may spread COVID-19, which is not sexually transmitted. It's uncertain whether the virus may be transmitted via breast milk (WHO, 2020).

Estimates of how many persons one COVID-19 R0 infected vary. Initial WHO estimates of R0 were 1.4–2.5 (average 1.95) but an April 2020 evaluation revealed the basic R0 (without control measures) to be 3.28 and the median R0 to be 2.79. (WHO, 2020).

HUMAN RESOURCE MANAGEMENT

Human Resources are persons' natural and acquired talents, knowledge, and skills. Human resources in an organizational environment refer to workers' abilities and aptitude. It is "the overall knowledge, skills, creative abilities, talents, and aptitudes of an organization's workforce, as well as the values, attitudes, methods, and beliefs of those participating in its activities" (Hameed & Waheed 2011). Human resources also refer to an organizational function that deals with workers and their challenges (Mohammad & Binyaseen, 2010). Human resource is important to an organization's success since people are involved in all of its operations.

Human Resource Management (HRM) is the art and science of managing people creatively and innovatively (Ramlall, 2004). HRM is the systematic management of people in companies. It's a unique method of employment management "to generate competitive advantage by strategically deploying a highly devoted and talented staff" (Collins & Smith, 2006). Managing people nowadays involves a joint partnership between management and workers. It's a people-enabling and people-development approach that encourages organizational success and creative business practices and tactics (Collins & Smith, 2006). HRM involves establishing and implementing policies, processes, and programs in businesses to develop and manage workers' knowledge, skills, creativity, aptitude, and talent.

Sustainable HRM is an inclusive strategy that recognizes organizational actions influence everyone. It's "the adaptation of HRM techniques and practices to accomplish financial, social, and ecological objectives within and outside the business over a long time horizon while managing for unwanted side effects and negative feedback" (Beh & Loo, 2013). Sustainable HRM refrains from short-term cost-driven HRM practices that hurt workers, their families, or communities and advocates proactive actions to establish mutually beneficial and regenerative connections between employees and resource suppliers (Beh & Loo, 2013). It invests in people long-term to improve their and the organization's performance. This collaborative HR development "facilitates employee engagement, open communication, work roles, and performance assessment" (Beh & Loo, 2013). It builds employee and management trust. Sustainable HRM improves workers' work-life balance without sacrificing performance by using sustainable work processes.

The sustainable development of the organization takes a more far-reaching approach in its attempt to achieve long-term goals and objectives within a specific period. The long-term input directed on the organization to produce an output concerning its goals and objectives is a clear interplay of sustainable human resource management and organizational performance (Beh & Loo, 2013). Long-term conceptual approaches and activities aimed at socially responsible and economically appropriate recruitment and selection, development, deployment, and release of employees, to produce sustainable HRM outcomes like employee satisfaction, motivation, retention, employee presence, the social climate between workers and management, employee involvement, and loyalty. The aforementioned sustainable human resource management outcomes will increase corporate performance via profit, market share, and sales. Productivity, Quality, Customer Satisfaction, Development, and Future Investments The review shows that sustainable HRM affects organizational performance. This study agrees with Boohene and Asuinura (2010), who say sustainable HRM may affect the organization, employee morale and goodwill, productivity and efficiency, job quality, innovation and creativity, and employee attitude in the workplace.

HRM affects organizational performance directly, according to Amah (2009). A company that promotes and practices sustainable HRM in management decisions has greater investment and selling returns. Studies show that cultural elements may contribute to many of an organization's value successes and may be vital to its success. A later study on organizational development has made culture a macroscopic component (Boohene & Asuinura, 2010). Sustainable HRM and organizational success are linked, according to a study (Boohene & Asuinura, 2010).

HRM is cross-functional. Sustainable HRM helps minimize unwanted organizational transformation circumstances that are taxing on employees. HRM can help employees maintain their dignity after layoffs and find new jobs. Three primary responsibilities are needed for a Sustainable HRM: HR development, design of incentive systems, and consideration of sustainability in the company's objectives, strategy, and organizational culture (Thom, 2002).

COVID 19 AND CHANGES IN HUMAN RESOURCE MANAGEMENT

Covid-19 and Changes in Recruiting Process

Global phenomena Covid-19. It's had a global influence, albeit manifesting differently in various regions. Over ten million instances of Covid-19 have been verified globally, with over half a million fatalities. More emphasis is being paid to the pandemic's economic and labor market ramifications. This economic crisis will affect the job market inevitability. If economies are decreasing worldwide, there will be less employment, especially for young people and other workers (Chawla, MacGowan, Gabriel, & Podsakoff, 2020).

ILO comments on these labour market implications. The organization describes a disturbing labour market where typical work cannot be done. In many nations, government actions prevent a slowdown in activity from causing catastrophic job losses, yet unemployment is growing. Positively, the ILO adds that the global economy is opening after lockdowns. Many nations resumed work in June.

Despite improvements in employment, pre-Covid standards remain grim. The ILO raises several concerns concerning young employees, which may alarm recruiters. Young people are in the industries most affected by Covid-19 and have fewer resources to handle unemployment. ILO reports rising young unemployment and calls for a sustained policy response (Chawla, et al., 2020).

The new reality created by the COVID-19 epidemic has a huge influence on cross-border labour mobility, especially because of tight travel restrictions. The historic decline in economic activity puts all employees, particularly migrant workers, in economic jeopardy and endangers their health and well-being. Countries and businesses will continue hiring domestically and globally, especially in important industries.

Some recruiting procedures adapt swiftly to COVID-19 measures. This involves changing to online modalities, recruiting nationwide (e.g. jobless migrant workers in the destination country, or national workers), and planning for safe and equitable recruitment techniques whenever travel restrictions are abolished. Social conversation is needed to agree on action steps (Fetters, 2020).

In this quickly changing setting during the crisis, the application of established international labor standards, particularly the ILO Employment Service Convention, 1948 (No. 88) and ILO Private Employment Agencies Convention, 1997 (No. 181), is crucial. This may guarantee that the recruitment of

employees, particularly migrant workers, respects their rights, promotes equality of treatment, serves the requirements of origin and destination communities, and considers the legitimate needs of employers and recruiters.

The ILO's General Principles and Operational Guidelines for Fair Recruitment and Definition of Recruitment Fees and Related Costs (GPOG) state that governments must respect human rights and labor rights and promote fair recruitment at all times, within and across national borders, including in conflict and crises. The GPOG requires governments to take specific efforts to prevent human rights and recruiting violations by businesses and organizations working during crises. Enterprises, agencies, and governmental employment services must continue to respect human rights while hiring employees, especially via due diligence evaluations (Fetters, 2020).

Employers, government agencies, and recruiting sector players should also anticipate and facilitate the safe repatriation and reintegration of migrant workers to their home countries.

Governments and social partners can improve labor markets by helping idle workers reintegrate at home and find suitable work. Decent labor possibilities at home will lead to fair recruiting as people have more migratory choices. Effective reintegration into the workforce is vital for fair recruiting and protecting migrant employees' rights and welfare. Securing safe return circumstances should involve ensuring migrant workers access to health services and testing, including preventative measures and treatment in case of disease.

Companies are enabling workers to work remotely after COVID-19. To prevent the virus from spreading, minimize physical touch and maintain social distance. Even for recruiting, the office is closed, so you can't meet applicants. Video interviews are now being planned, changing the recruiting funnel quickly.

More companies are integrating virtual interview tools like HireVue, Jobvite, etc., or an applicant tracking system to continue recruiting remotely (Fetters, 2020).

Many companies have laid off workers. Due to the uncertain economy, companies are in difficulty cutting expenses to survive. IT firms have begun layoffs worldwide, which may cause a recession.

They'll be less amenable to employing new employees, restricting employment availability. Candidates can anticipate these interviews to be more difficult than before, as companies are eager to discover the ideal match. Pre-lockdown hires cannot be onboarded normally. As a consequence of the shutdown, organizations are using virtual onboarding for recruits. From induction to team introductions, everything now happens remotely with the support of HRMS or onboarding software. The epidemic has sparked new business experiments worldwide. This includes remote onboarding.

Employees won't move jobs, making it harder to fill unfilled positions. In uncertain times, they'll value security more. This relies on their existing employer's ability to delay layoffs. If people feel safe in their employment, they're unlikely to switch.

It's improbable that COVID-19 hasn't affected your recruiting funnel. No one could have guessed this situation's outcome. This epidemic has harmed both tourism and IT. Companies are fast to handle and avert problems. To continue functioning effectively, they are migrating to digital channels.

Companies may revamp their recruiting funnel to facilitate a smooth transition. This will allow them to easily source, schedule, interview, and onboard individuals.

Communication is the constant thread across the recruiting funnel. Organizations may preserve their employer brand by having clear and consistent dialogues with applicants. An empathic approach will improve candidate-employer interactions and reorient the COVID-19 recruiting strategy.

EMPIRICAL REVIEW

Stijn, Louis, Moens, Sterkens, and Weytjens (2020) performed a high-quality survey investigation with a relevant panel of Belgian workers. 21% fear losing their employment owing to the crisis, and 14% fear doing so soon. 26% anticipate to lose out on promotions they would have gotten without COVID-19. Vulnerable people, like migrants, dread negative impacts more. Many panelists think they will see the labour market and have different work-related objectives in the future. More than half of panelists said they value working conditions and work-life balance more following COVID-19.

Gap in Knowledge

Most businesses and human resource positions have felt COVID-19's influence. We don't yet know how COVID 19 influences human resource positions in different businesses and economic scenarios. COVID-19 offers an opportunity for management academics to organize research efforts and transform them into meaningful insights to help firms tackle one of the largest issues in modern history. It also allows researchers to seek across fields for direction and inspiration so HRM concerns may be tackled holistically. This worldwide challenge needs coordinated and integrated (research) action, even if remedies exist.

Summary

The research focuses on COVID-19 and how it affects human resource management jobs in terms of recruiting, compensation/reward, and career growth and development, among other factors. Based on an assessment of relevant literature, the research concludes. For this study, information was acquired from journals, papers, and other scholarly sources and then analyzed using qualitative methods.

During these transitions, companies are focusing on rules that are adaptable for all workers. To begin, an examination of the industry's most directly affected by this pandemic should be conducted, and this is what the U.S. Bureau of Labor Statistics has to say: "six of the most directly exposed sectors include restaurants and bars, transportation, entertainment (such as casinos and amusement parks), personal services (such as dentists, daycare providers, barbers), other sensitive retail (Stijn, et al., 2020).

Conclusion

COVID-19 has hurt young people's careers in two ways. Human Resource managers must keep staff motivated and productive to be successful. HR managers are still adjusting to work-from-home. Because personnel are from different cities, they must consider their peacefulness and mental health. More organizations can make choices and lead when they achieve inner peace amid a crisis. In this shift to work from home, HR managers are focusing on their priorities since pressuring workers in their job would harm their well-being and efficiency in this COVID-19 epidemic.

First, steep reductions in lockdown-affected industries will make it tougher for employees to further their careers. Second, the economic slump may make it tougher for people to transition into higher-paying jobs, which is worrisome since occupational progression is a key source of early-career wage rise. Economic downturns are especially devastating for young people's careers, with'scarring' impacts on wages and employment extending years after economic contractions finish. The epidemic threatens to have a long-term negative economic effect on young people by diminishing demand for traditional entry-level occupations and making it difficult to discover better options. In the next months, while the government manages COVID-19's labour market implications, it should concentrate on young people's concerns. COVID-19 causes a huge rise in unemployment while allowing individuals to work. The national employment office has streamlined the application process for unemployment compensation. At the time of writing, no specific figures were available, however 1,258,000 persons registered as 'temporarily jobless. Companies must prepare to adapt to employee requirements throughout the crisis given the significance of people. Work (the what), workforce (the who), and workplace are interconnected (the where). Employers can help their workers immediately. COVID-19 may diminish workers' normal support sources. Family, friends, and neighbors may be scarce. Their interests and extracurriculars may be on hold. Employers shouldn't wait for employees to raise their hands. Everyone has challenges in this environment.

Recommendations

From the findings of the study, the following recommendations were made;

1. The capability to scenario plan, recruit and reforecast organizational workforce on an ongoing basis is key to survive in the unknown.
2. It is necessary for HRM to have controls and a strong grip on the workforce skills size and resourcing mix makes it much easier to have a data led approach to hard choices including where to dial up and who to dial down in these tough circumstances.
3. The HRM need to re-write the recruiting strategy by deciding who can and should be hired in remote locations to give the organization best talent and resilience.
4. The HRM should decide which technologies they can use to immediately replace on-site tasks. Even consider re-prioritising their automation investment roadmap for this matter.
5. The HRM need to ensure the need for remote mentoring and knowledge transfer programs to support the rapid reskilling of the workforce and to further develop capability in new or related competencies.
6. The HRM should support the employees in the transition.
7. HR Managers need to be upskilled to be able to respond to the needs of this complex workforce, putting an increased focus on their leadership and softer skills.

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