The Role of Human Resources Throughout Crisis

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Abstract

Due to the emergence of Covid-19, the manufacturing sector faces serious disruptions as well as other industries. Due to the intense work of the manufacturing industry, there will be serious job interruption. Operating income for the manufacturing sector decreased 57.7% from previous year. To evaluate the statistical evidence of a relationship between remote working and employee performance. In this moment, merchants need more than ever the support of their workers. Only if the human resources management includes the full management of staff can manufacturers cooperate effectively. Employee training and development is "essential" since highly motivated and engaged staff will certainly provide consumers great service. Covid-19 has dramatically changed lives worldwide since November-December 2019. The questionnaires had been distributed using google forms, and the collected data had been analyzed using the SPSS statistical tool as for the interviews had been conducted using Zoom/ google

forms due to COVID 19 pandemic. The questionnaires administered were directly backed up by three research assistants. The secondary evidence includes data obtained from researches undertaken by other scholars. The researcher had maintained data from previous articles and journals and had been mentioned in the literature review of this research. The respondents are uncomfortable in allowing the assessment of responses, particularly if pre-coded options are open. They also allow anonymity and if correctly administered, cannot allow interviewer prejudice. The key data pack for gathering data on the attraction, performance, utilities and development of independent variables, employment management and in certain situations, contingent variable of corporate performance are questionnaires.

Keywords: COVID 19; interviewer prejudice; performance; remote working; utilities; merchants

1. Introduction

The Covid-19 pandemic put the whole globe under quarantine control. Governments have promptly generated fear among all men by avoiding physical interactions with others. Every business sector across the world is affected by the new Covid-19. The manufacturing sector is generally regarded as economic weight, as on average approximately 1 out of 12 people are engaged in the manufacturing sector in the Lebanese Market and nearly 5% of GDP is contributed by that sector.

Due to the emergence of Covid-19, the manufacturing sector faces serious disruptions as well as other industries. Due to the intense work of the manufacturing industry, there will be serious job interruption. Operating income for the manufacturing sector decreased 57.7% from previous year.

In this moment, merchants need more than ever the support of their workers. Only if the human resources management includes the full management of staff can manufacturers cooperate effectively. Employee training and development are "essential" since highly motivated and engaged staff will certainly provide consumers great service. Covid-19 has dramatically changed lives worldwide since November-December 2019.

Therefore, managing human resources in structured manufacturing companies is more important for human resources management. Alarmingly, the onset of pandemic has already made it more difficult to deal with workers' problems, which were already a burden for the management of human resources. The core of this research is to understand the unique difficulties for human resources management in organized manufacturing companies and to find ways to overcome them.

1.1 The Role of Human Resources during a Crisis

To prevent or handle a crisis, organizations and corporations rely on crisis management.[1] Internal and external fatalities are reduced, activities are maintained or restored, and prior experience is learnt with good crisis management, according to Pearson and Clair.[1] An HR manager's role becomes even more critical during a crisis when it coincides with the company's new core goals as a result of crisis management planning and execution.

The value of human resources can only be appreciated after strategies have been put in place for other organizational functions and procedures.[2] In order to effectively manage a crisis, however, one must also manage human resources. This does not imply that HR should play a key role in crisis management; rather, it means that HR should be included in the organization's response to disaster and recovery preparations. Because human resources management (HRM) encompasses everything from managing employee relationships to implementing HR processes, HR managers play an important role in a company's day-to-day administration of its workforce.

HR managers, on the other hand, collaborate with all employees of a company and play an essential part in crisis management planning and execution. In the post-crisis period, HR played a critical role in helping the firm and its employees get back on track.

1.2 Being Prepared for a Crisis

Economic downturns frequently need extensive crisis management strategy.[3] Observe that firms who are prepared for an economic crisis have a better reputation than those that are financially stronger and do not prepare. There are various benefits to preparing for a calamity. To begin with, it lessens the number

of obstacles the company has to contend with. Businesses that are ready for a recession tend to stay open longer and their reputations are tarnished as a result, as described before.

In other words, companies that are well-prepared for crises are less vulnerable to them, recover more quickly, and remain more competitive than their less-prepared counterparts.

As part of preparing for a crisis, it's important to keep an eye out for prospective development possibilities. That's what produces long-term industry champions, according to Pudlowski (2009). According to research by Smith and Abdullah (2004), HR managers in Malaysia have been forced to change their focus from survival to finding new possibilities as a result of the economic slump.[4]

The installation of excellent training and growth systems was emphasized by HR managers as a means of increasing employee productivity. It was encouraged to think outside the box in order to come up with creative solutions to problems and challenges. An efficient crisis management strategy, the elimination of technological flaws, and improved communication methods are all part of a crisis plan.

Crisis management relies heavily on the ability to communicate, which has been taken for granted in the past. (Gurchiek, 2006). In addition to partners and administrators, the company may maintain a continual flow of information across the business.[5] According to Duck's (1993) study on change management, 'Communication must be a top concern for all company managers at all levels.

1.3 Impacts of Downsizing

Research on the impact of the financial crisis on HR and its operations, particularly in the western environment, has been scarce. Since the Asian financial crisis of the late 1990s, the vast bulk of research has been conducted in Asia (Ding, 2004; Rowley and Bae, 2004; Rowley and Warner, 2004; Smith and Abdullah, 2004; Chiu, 2003; Kamoche, 2003; Zhu, 2003).

Countries' labor markets and HR management activities were obviously impacted by the recession. Many Asian governments are concerned about rising unemployment, yet salaries, benefits, training, and growth services have frequently been slashed or lowered.

A sea change occurred in the labor market when new non-permanent workers chose "flexibility" over permanent positions. There was no advantage even for individuals with advanced degrees in English and foreign studies, as well as professional expertise. Workers from the bottom up of the union have the freedom to adjust to the economic conditions of the firms they represent.[4] A reduction strategy is also used by companies with bad outcomes, financial difficulties, or concerns with their cash flow.

Human resources can only be reduced by decreasing downgrade if business efficiency is to be improved. However, a large number of studies demonstrate that shrinking in size is not always the best method to accomplish a better function and that it has financial, organizational, and human consequences. (Gandolfi, 2007; Macky, 2004; Sahdev, 2003; Zyglidopoulos, 2003). In Pudlowski (2009), he believes that the widespread phenomenon of cost-saving may be averted by first reducing the workforce in crisis industries. Instead of concentrating on implementation techniques that affect their workforce, companies should first look into simple cost-cutting measures.

There may be new ideas that have not previously been explored because of the usage of creativity and abilities throughout an organization's many divisions. Enterprises will gain a strategic advantage during the economic downturn if they implement transparent cost cuts that protect rather than undermine the benefits of their employees (Pudlowski, 2009). While managing a company in crisis, social contracts may be very beneficial to an organization. This is supported by the study of Aycan and Kabasakal (2001). Worker safety is also enhanced when they believe they can rely on their employer despite a reduction in perks and salaries.

As a result, it is probable that employees will continue to be valued and that the company's inventiveness will find a way out of the dilemma. Sadly, many firms do not embrace simple cost cuts as a solution to their financial woes. Downsizing, on the other hand, may be a challenge for many. Some 71% of firms asked by the American Management Association (AMA) have taken downsizing initiatives without commensurate HR strategies or services, according to the report. Some 50% of the firms questioned did not give appropriate support for survivors in order for the reduction of negative effects of this decrease to be minimized (Amundson et al. 2004; Beylerian and Kleiner, 2003).

Because the perpetrators of the degradation are still in college, they are often overlooked (Appelbaum et al. 1997). This in particular will cause a great deal of distress for survivors (Amundson et al. 2004). As a result of the impacts of decrease, survivors are experiencing a great deal of stress and resentment as a result of the repercussions of decrease.

Downsizing survivors must take on more responsibility and operate with a greater degree of complexity. Instead of assuming charge of their own areas of duty, they should defend those who have been released from the organization. A illness known as survivor's syndrome may develop in these circumstances due to the high levels of stress that the survivors are subjected to (Ganfolfi, 2006). Survivor's syndrome and other disorders associated to the decrease of sickness affect efficiency, working circumstances, and general behavior, including self-confidence and performance (Kumar and Pranjal, 2009; Maki et al. 2005).

An understanding of how downsizing affects survivors' emotional and behavioral well-being can help HR managers design rules and programs that improve downsizing efforts. Successful human resources management is the most essential factor in reducing performance, according to a 1994 assessment by Cameron. Staff engagement, effective coordination, information sharing, remuneration systems, performance assessment, preparedness, and confidence in downsizing are all factors that contribute to successful downsizing according to Cameron.

1.4 Organizational Resilience

The term "durability" is often used in the fields of biology, physics, and psychology (Manyena, 2006). 'A measure of systems' longevity and their capability to tolerate change and upheaval while continuing to retain the same links between communities or state variables,' Holling writes in his groundbreaking book Ecological System Resilience and Stability (1973: 14). In terms of organizational resilience (OR) in terms of capacity or skill adaptability, or the ability to thrive or even profit in times of crisis, it is commonly mentioned (Seville, Brunsdon, Dantas, Le Masurier, Wilkinson, & Vargo, 2008:18).

Capacity to change and retain desirable functions under stressful situations (Weick et al., 1999; Bunderson & Sutcliffe, 2002; Edmondson, 1999); ability to drift back from disruptive events or difficulties to create and improve organizational flexibility over time (Weick et al., 1999). (Wildavsky, 1998). (2003). As a result,

resilience emphasizes the importance of a company's capacity to maintain stability while also being flexible in the face of change, allowing it to become exceptionally dependable (Weick & Sutcliffe, 2007).

Holling's (1973) structures feature two main characteristics: stability and long-term use. Resilience is the ability of a system to bounce back after being disrupted, while resilience is the capacity of a system to tolerate shocks or changes. Many studies have shown that societies depend on organizations to be ready for, adapt to, and recover from disturbance. It's worth noting that these same cultures also expect basic necessities like power, transportation, first aid, food, water, and other necessities to be available even during a crisis (Chang & Chamberlin, 2003). "The rate of collective healing during a crisis," say McManus, Seville, Vargo, and Brunsdon (2008:82). Modern literature's travel locations are often interrelated or have a long-term comparative advantage (Hamel & Valikangas, 2003). Stoltz (2004) advocates for a more effective sustainability approach than the competition.

To be a successful business, an organization must be able "to adapt to constantly changing risks" and "to sustain disruptions in its primary revenue generators and have benefits" (2003:3). Resilient firms are generally associated with organizations that are competitive. Delurey, Newfrock, and Starr

At the 2005 United Nations World Conference on Disaster Reduction in the realm of crisis management, the concept of resilience was introduced. It was emphasized in the Hyogo framework that threats and early warning systems were bolstered, a security culture was established, and disaster planning and response capability was increased (UNISDR, 2005).

Scarpino and Gretzel (2014) may be good to conceptualize DMOs in the thinking of resilient firms, beginning with harmonizing strategy, operations, management systems, governance, and decision-making structures, and then looking at how DMOs may play a large and dynamic role in crisis situations. This same issue is addressed by their resilience-based crisis management system, which responds to DMOs.

1.5 Theoretical and Practical Foundations of Organizational Resilience Management

Resilience is typically defined as an organization's "capacity to succeed and maybe flourish in crisis times" and emphasizes "stability, maintenance, and flexibility" (Seville, Brunsdon, Dantas, Le Masurier, Wilkinson, & Vargo, 2008). Recent years have seen a steady rise in the amount of literature on resilience management, which focuses primarily on an organization's capacity to adapt to a world that is more varied, competitive, and interconnected (McManus, 2007). McManus' notion of relative overall resilience influenced Stephenson's management approach in 2010. (2007).

Adaptability and preparedness were described in Stephenson's approach by 13 indicators as shown in Table 5. The model hypothesizes that organizations that apply corporate stability measures are less vulnerable to calamities. If you want to know how to organize your business, Stephenson's approach is an excellent starting point.

As part of the second study question, "how can DMO crisis management be supplemented or extended via organizational resilience management?", an initial conceptual framework was developed for interpreting the TCM and ORM as defined in the available literature. There are two key systems in this system, TCM and ORM. As a starting point, the conceptual framework recommended combining crisis management tasks and phases with organizational resilience dimensions and components and management in order to facilitate and assist crisis management procedures. This was based on Ritchie's work.

Cross-sectional proposals for using TCM to enhance or supplement organizational resilience are provided by the system. The forum for data collection and study, analysis and evaluation of the following conclusions, as well as discussions and responses presented as the result of this work, are the two research issues and philosophical contexts addressed in this work.

2. Conceptual Framework

Several stakeholder groups (e.g., tour operators, hotels and restaurants, local law and public authorities), as well as those with distinct crisis management roles (e.g., knowledge brokers or boundary spans), must collaborate and coordinate in their

day-to-day activities (Hystad & Keller 2008; Sheehan and Ritchie 2005). (Aalbers et albers).

It is proposed that DMOs engage in crisis management as part of their usual duties and help develop and amend TCM advice via a series of core organizational crisis experiences, as outlined in the current structure It is assumed that DMOs are influenced by four factors in crisis situations, and this is based on the current research and the framework.

A political crisis vs a natural disaster is an example of one kind of predicament. Here, we'll look at the DMO's environmental (i.e., geographic location) context and its institutional characteristics (e.g. size, funding sources, internal structure). Because of the organizational learning that has occurred as a result of previous crises, DMOs are able to draw on that knowledge and use it to better position themselves in crisis situations. Factor 4 is the last one (Blackman & Ritchie, 2008; Paraskevas et al., 2013; Pforr & Hosie, 2009; Ritchie, 2004).

All of the TCM plan's components, which are supposed to provide for DMOs, are subjected to the various degrees of panic, confusion, and stability that may arise during any type of crisis. DMOs' MCT approach is likely to show how they integrate these two parts within their overall strategy.

As a basis for or springboard for their CTMs, the style and cooperation that is maintained or formed with the primary stakeholder groups engaging in particular crisis scenarios may be utilised. A DMO's decision on how to respond to a crisis or how to prepare for a future crisis scenario will further determine this strategy.

This strategy is based on this idea. A system's usefulness and flexibility may be assessed based on the existence and dynamic behavior of the aforementioned components (i.e. key stakeholders, central practices, roles, environmental context, organizational learning and institutional characteristics).

2.1 Utilities and its Impact on Employees' Performance

Pandemics have helped us to better understand how worldwide viral calamities have impacted workers, their business practices and organizational culture (Dahiya, 2020). The Spanish flu outbreak of 1918 claimed the lives of more than 50 million people. Duncan (2007) stated: Gender norms were forever altered during this period because of the worldwide war's male shortage (Hogg, 1967).

During this time span, the number of women working in business settings has risen steadily (Baas and Shamsfakhr, 2017).

In light of the Covid-19 epidemic's shock to the value of contact-intensive services, it's possible that individuals may begin working from home or in other distant locations (Engle et al., 2020). Individuals are expected to become less comfortable with personal contact as a consequence of this new habit (Hupkau and Petrongolo, 2020). Although there are more health and safety measures accessible today, this does not indicate that the sickness does not have various effects on people in different ways. Worker comprehension is especially important in times of disaster since it improves the efficiency of emergency action plans. Numerous studies have examined the importance of considering an employee's mental health while dealing with a crisis or an emergency (Lee, 2020; Unadkat and Farquhar, 2020).

In one of these studies, a strong employee well-being support strategy is emphasized (Ripp et al., 2020). Emergency preparations for businesses should include both financial and emotional support. There is a clear correlation between an organization's capacity to perform, efficiency, and production, and financial indicators, in these research (Huselid, 1995). There are several aspects that affect how productive an employee is and how well they do their job.

What you do and how you do it might have a direct influence on your success, according to some experts. To put it another way, it's because these links between the job, the workplace, and the tools of the trade are considered as crucial to the job (Chandrasekar, 2011). Due to the psychological impact of quick judgments in high-risk circumstances, it is not unexpected.

It's likely that employees won't meet their goals due to the fact that it's hard to determine whether or not their homes' environmental and physical conditions would be conducive to remote working in the event of a pandemic. If you're terrified of becoming ill, it doesn't matter how well-designed the features are (Fardin, 2020). Human needs must be taken into consideration since the efficacy of all activities depends on how effectively people work together.

Accordingly, this research examines employees' perspectives and performance during Turkey's lockdown as a direct effect of the outbreak. For this experiment,

researchers are aiming to discover whether there are statistically significant changes in demographic beliefs before to and during the epidemic.

In the course of the pandemic, employee productivity was shown to be directly connected to employee well-being. Covid-19 anxiety and home conditions, such as ergonomics, cohabitation, and preparation, have a negative impact on lockdown performance at home. Workers' performance is low during the pandemic, yet they are nevertheless more productive than their peers.

2.3 Career Management and its Impact on Employees' Performance

In Armstrong's (2004) definition of career management, "career planning" and "management succession" are two approaches. Worker advancement is determined by their performance, potential, as well as their organization's needs. Career planning takes this into consideration when determining how workers progress through a corporation. Meanwhile, the organization is working on succession planning to ensure that it has enough skilled managers to fulfill future business needs.

When seen in this light, career planning is merely one part of an organization's career system, which is a set of rules and processes used to address the needs of its employees. It's important to keep employees engaged in their job and committed to the company's goals. (Hardré, 2003; Hewitt, 2009; Koch & McGrath, 1996; Nwuche and Awa, 2011) The outcome is a high degree of emphasis in career management.

Employees are learning as they take greater responsibility for their work. Although they are sometimes used interchangeably, learning and training are different because learning is the process of acquiring new knowledge, skills, and abilities, whereas training is only one of numerous responses that an individual may have to a situation. Learning and growth are two different things, according to (Pedler, Boydell & Burgoyne (1989).

Learning focuses on the acquisition of new knowledge or skills, while growth focuses on a shift in one's physical or mental state. Argyris (1992) argues that to "learn" means more than merely acquiring a new idea or understanding. It is only when a person takes action to better himself that they can learn. You may use it to gain the necessary skills, expand your knowledge, and change the behavior of current workers to get the desired end.

Workers' knowledge, talents, and capacities to progress within the organization as it develops and evolves are also part of development. That's why he believes that training and development of the current staff are critical to accomplishing today's duties, and that education and experience are vital for workers to be prepared for future progress in the organization.

He refers to training as the process of equipping employees with the skills and knowledge they need to be successful in their present or future roles in order to increase productivity and efficiency while also providing them with a sense of accomplishment. In terms of training, it is a methodical and purposeful process for altering the behavior of members of an organization in order to improve employee performance and the effectiveness of the company. A company's effectiveness is more than simply how many goals are met; it also takes into account factors like employee satisfaction and goal integration (Argyriss & Schon, 1996; Gandhi & Sachdeva, 2018).

2.4 Summary

The manufacturing companying economic crisis seems to be expanding at a more moderate pace as a result of rising business globalization. Multinational firms must take into consideration crisis dangers both locally and worldwide. Crisis management tactics have gotten more difficult as their economies have become more volatile. It's very uncommon for financially shaky organizations to implement short-term cost-cutting strategies without taking into account the long-term benefits. Cutting down on staff for a short period of time may result in financial savings.

To the detriment of business strategy, the loss of critical talent and experience is counterproductive to the company's long-term success. As a result, the downsizing survivors are adversely affected by their attempts to save money. As a result of a tragedy, workers' compensation and pensions are often reduced, as well as their burden and responsibilities.

An elevated level of stress and survivor syndrome might harm the company's performance and commitment. As a result of this crisis, the importance of human resources management was brought to light. Intellectual resources might be lost in a crisis without proper crisis management and management of the company.

One of the most important aspects of crisis management is communication, both internally and internationally. Employees like being heard and kept up to date on company advancements.

External contact is used to protect the company's reputation. In addition to minimizing the negative impacts of downsizing, efficient interaction reduces the impact. The ability of an organization to handle a crisis is also a crucial determinant of its ability to weather the economic slump. Avoiding more severe consequences is made possible via disaster planning. To avoid being 'paralyzed,' an organization should have implemented crisis management plans and interventions before the crisis takes hold. This, of course, increases the market's productivity and avoids major human resource expenditure reductions.

3. Research Philosophy and Paradigm

Critical realism is used as the study strategy to answer concerns regarding how and why events or phenomena occur in the natural world. A critical realism perspective understands that interventions and systems are composed of 'emergent mechanisms.' 'More than the sum of its parts,' as the saying goes, is the result of a complex process's components working together in synergy.

Ontology of complexity acknowledges the synergistic nature of context and processes where the inclusion of numerous pieces results in more than the sum of the parts involved, and these qualities of critical realism fit in well with this ontology (1). Patients with various, interrelated illnesses, who live in communities that impact outcomes, might benefit from this perspective. It is possible to address research questions concerning how and why treatments or programs operate in the context of primary care by using a critical realist approach.

3.1 Research Paradigm

According to Burell & Morgan and Lehner & Kansikas (2011), there are four possible analytical paradigms in social research (1979). Functionalist humanism, interpretativism and structuralism are the paradigms under consideration. When the paradigm's meaning and qualities are taken into account, our model of analysis looks to be practical. As explained by Lehner et al. and Kansikas, "Functionalism investigates the regularities of interactions between components; the quest for definition and universal rules to characterize meaning" (2011). It has

the following characteristics: realism, positivity, non-metaphor, and law. We may conclude that "functionalism" is the current research trend if we comprehend and apply what we talked before about functionalistic features in this study."

3.2 Research Approach

A quantitative technique is used in this study. Analyzing correlations between variables in a research requires converting data into numerical numbers. It is the goal of quantitative research to find a statistical link between variables in order to test research hypotheses and theories using numerically indicated data. Thus the implemented approach is abductive technique, it aims to solve the flaws inherent in deductive and inductive methods. When it comes to hypotheses, deductive reasoning is slammed for its lack of clarity on how to choose theories to test. Whereas "no quantity of empirical facts will definitely facilitate theory-building," inductive reasoning is criticized. Another approach that addresses these issues is abductive reasoning, which takes a pragmatic approach.

3.3 Research Design

Researchers utilize both quantitative and qualitative methods in cross-sectional studies. Human resources in crisis management in manufacturing businesses were studied using a qualitative method by the researcher (Cooper & Schindler, 2006). The research employed open-ended questions and content analyses in accordance with Cooper etc. qualitative analysis design requirements (2006). The quantitative technique was utilized to examine the relationship between the dependent variable's performance and the independent factors of human resources. The reason for this was because they specified the variables and their relationships. (Nicholas, 2011)

3.4 Sampling

The questionnaires had been distributed over 200 respondents for data collection using google forms techniques and had been analyzed using SPSS statistical tool for hypothesis validation, as for the interviews it had been conducted with three managers using Zoom technique.

3.5 Hypothesis And Variables

Dependent variable: Employee performance

Independent variables: Compensation, Remote working, career management and utilities

Figure 1. Research Model
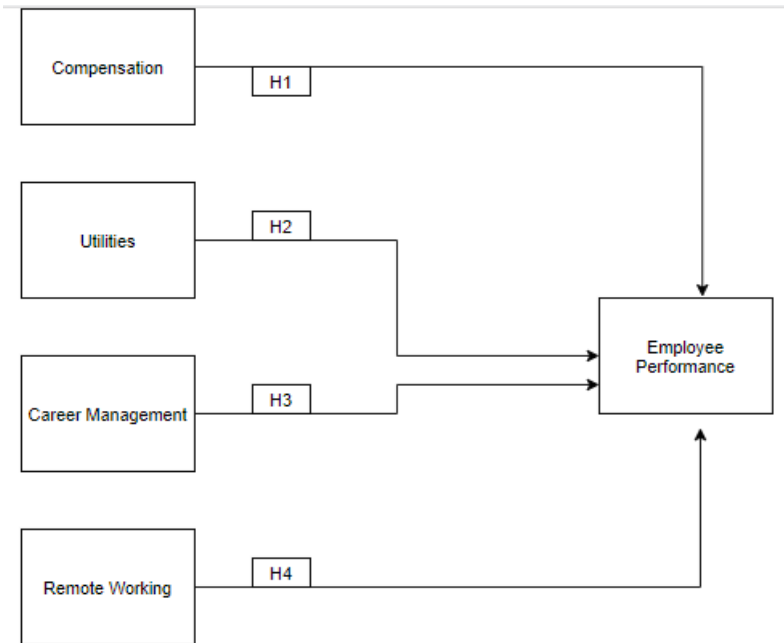
Referring to the above research model, the following hypothesis can be hypothesized:

$H1_0$: There is no statistical evidence of a relationship between compensation and employee performance.

$H1_1$: There is statistical evidence of a relationship between compensation and employee performance.

$H2_0$: There is no statistical evidence of a relationship between utilities and employee performance.

$H2_1$: There is statistical evidence of a relationship between utilities and employee performance.

$H3_0$: There is no statistical evidence of a relationship between career management and employee performance.

$H3_1$: There is statistical evidence of a relationship between career management and employee performance.

$H4_0$: There is no statistical evidence of a relationship between remote working and employee performance.

$H4_1$: There is statistical evidence of a relationship between remote working and employee performance.

3.6 Data Collection: Questionnaires and Interviews

Using Google Forms and SPSS, the questionnaires were sent and the gathered data was evaluated as with the interviews performed through Zoom/Google Forms owing to the COVID 19 epidemic.

Pre-coded alternatives may make respondents uneasy with enabling their replies to be assessed. In addition, they provide anonymity and, when used effectively, prevent interviewer bias.

Surveys are the primary data pack for obtaining information on independent variables, employment management and in certain cases, the contingent variable of company performance. Three research assistants directly supported the surveys given.

Evidence gathered from other researchers is referred to as "secondary evidence." This study's literature review included a reference to a prior study in which the researcher had kept data from earlier papers and journals.

4. Results

4.1 Descriptive Statistics

This section of the research is conducted to test the relationship between two variables, and to shed the light on demographic variables which were included in the study.

COVD19

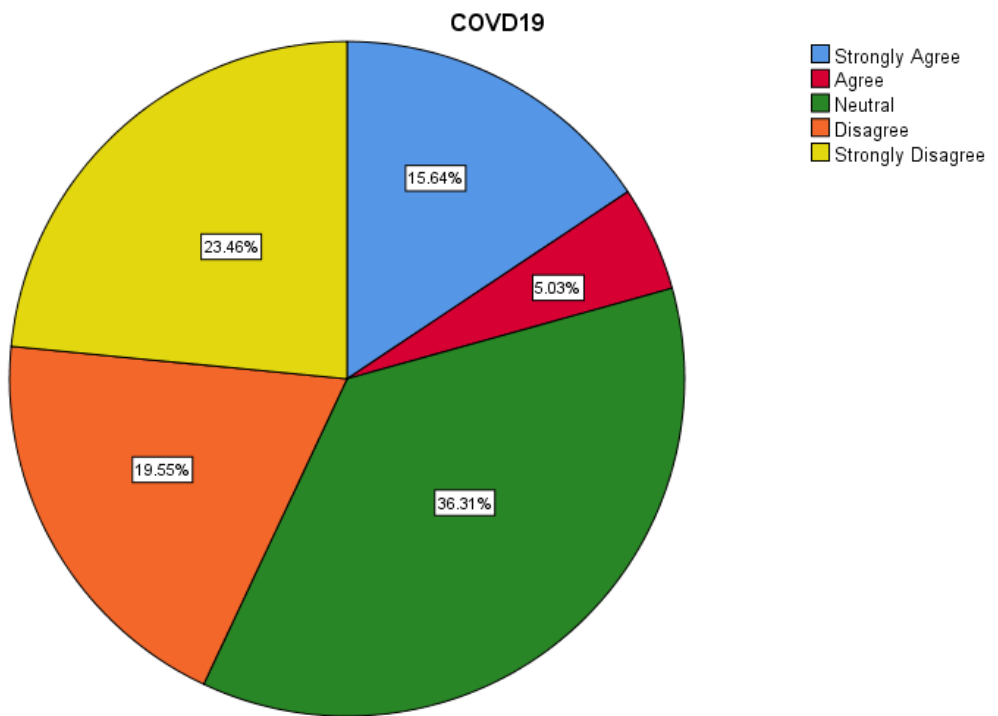|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	28	15.6	15.6	15.6
	Agree	9	5.0	5.0	20.7
	Neutral	65	36.3	36.3	57.0
	Disagree	35	19.6	19.6	76.5
	Strongly Disagree	42	23.5	23.5	100.0
	Total	179	100.0	100.0	

Figure 2: Did Covid-19 affect your job?

According to the above pie chart, 16% of the respondents stated that they strongly agree that covid-19 affects their jobs where 5% of the respondents agree that covid-19 affects their jobs and 36% of the respondents were neutral.

However, 20% of the respondents disagree that covid-19 affects their jobs and 23% of the respondents strongly disagree that covid-19 affects their jobs.
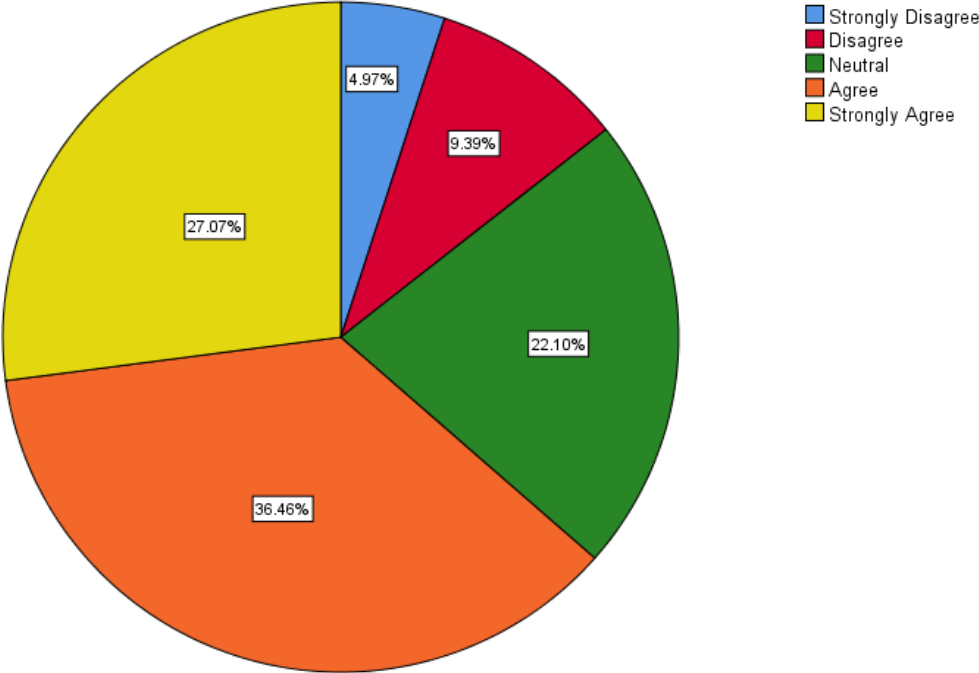
Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Compensation	29	16.2	16.2	16.2
	Working Hours	54	30.2	30.2	46.4
	Salary	46	25.7	25.7	72.1
	Others	50	27.9	27.9	100.0
	Total	179	100.0	100.0	
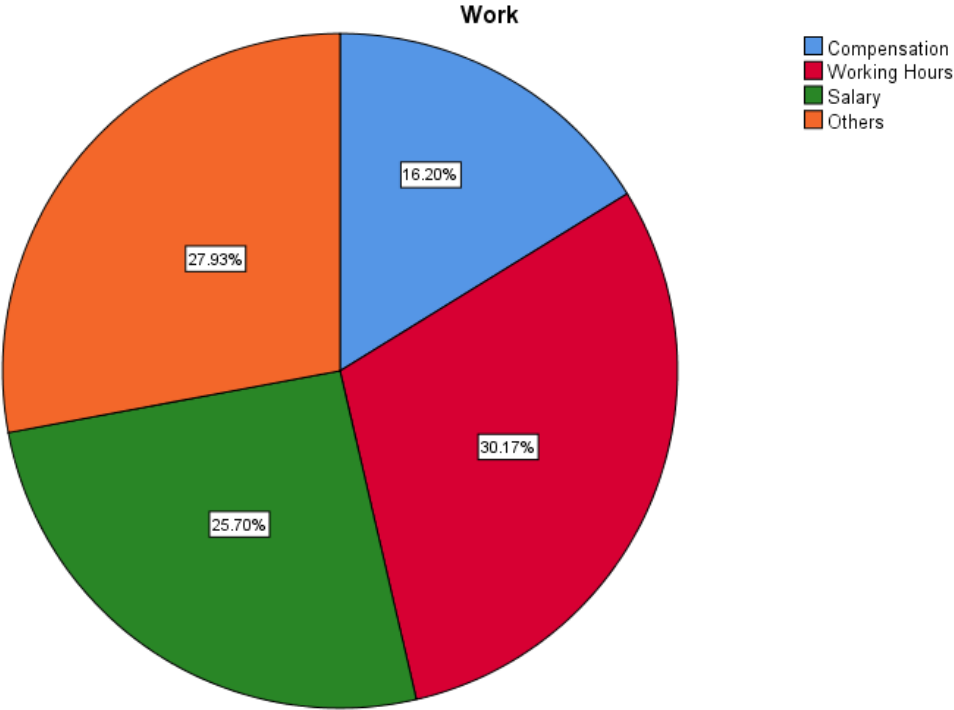
Figure 3: If it did, what part of your work was mostly affected?

According to the above pie chart, 16% of the respondents stated that the mostly affected part of their work was compensation and 30% of the respondents stated that the mostly affected part of their work was working hours.

However, 26% of the respondents stated that the mostly affected part of their work was the salary and 28% of the respondents stated that the mostly affected part of their work in other ways.

Figure 4: The HR changed their practices because of the pandemic to make the work flow easier?

According to the above pie chart, 4% of the respondents stated that the HR didn't change their practices because of the pandemic to make the work flow easier and 10% of the respondents disagree and 22% stated neutral and 36% agree and 27% strongly aagree and stated that the HR changed their practices because of the pandemic to make the work flow easier.

Safety Measurements

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Split Shifts	44	24.6	24.6	24.6
	Face Mask	90	50.3	50.3	74.9
	Gel Sanitizer	45	25.1	25.1	100.0
	Total	179	100.0	100.0	
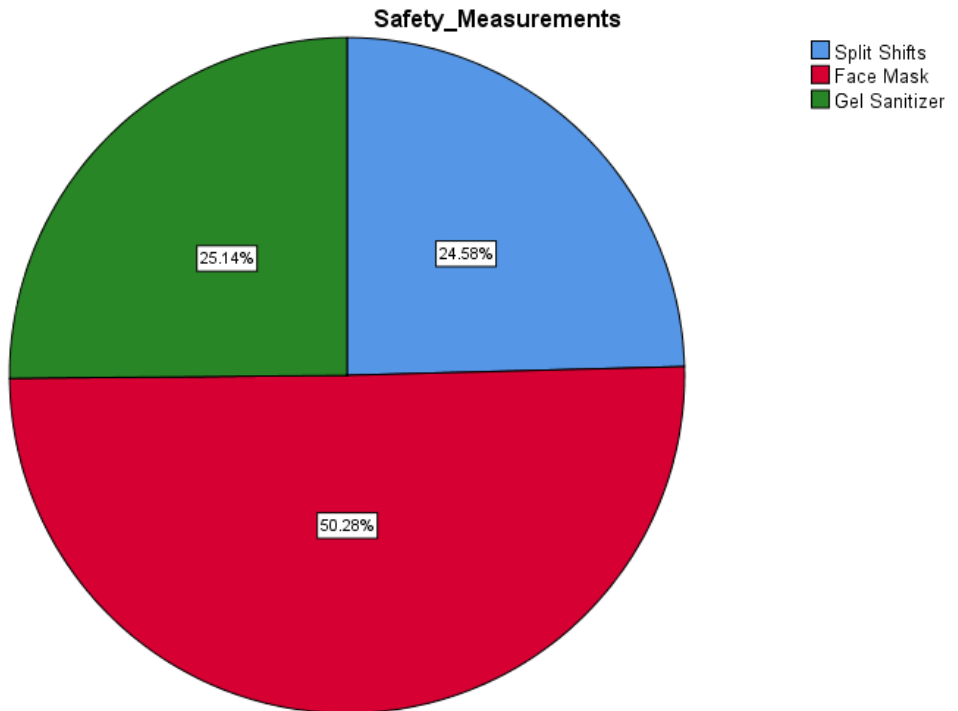
Figure 5: what are the safety measurements that were taken?

According to the above pie chart, 24% of the respondents stated that the split shifts were taken as safety measurements where 50% of the respondents stated that face

mask was taken as safety measurement and 25% of the respondents stated that gel sanitizer was taken as safety measurement.
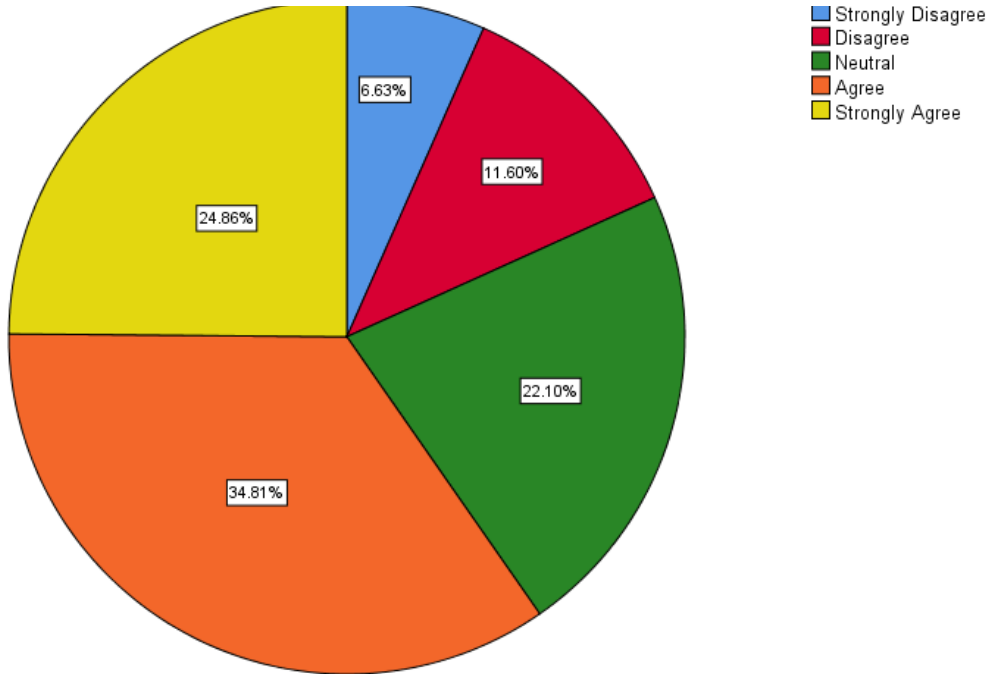

Figure 6*: If you worked from home, would you rather stay that way after the pandemic ends?

According to the above pie chart, 6% of the respondents stated that they strongly disagree that working from home, they would rather stay that way after the pandemic ends and 11% of the respondents disagree and 22% stated neutral and 34% agree and 24% strongly agree and stated that if they worked from home, they would stay that way after the pandemic ends.

Shift_During_Pandemic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Part Time	52	29.1	29.1	29.1
	Full Time	51	28.5	28.5	57.5
	Online Work	38	21.2	21.2	78.8
	Others	38	21.2	21.2	100.0
	Total	179	100.0	100.0	
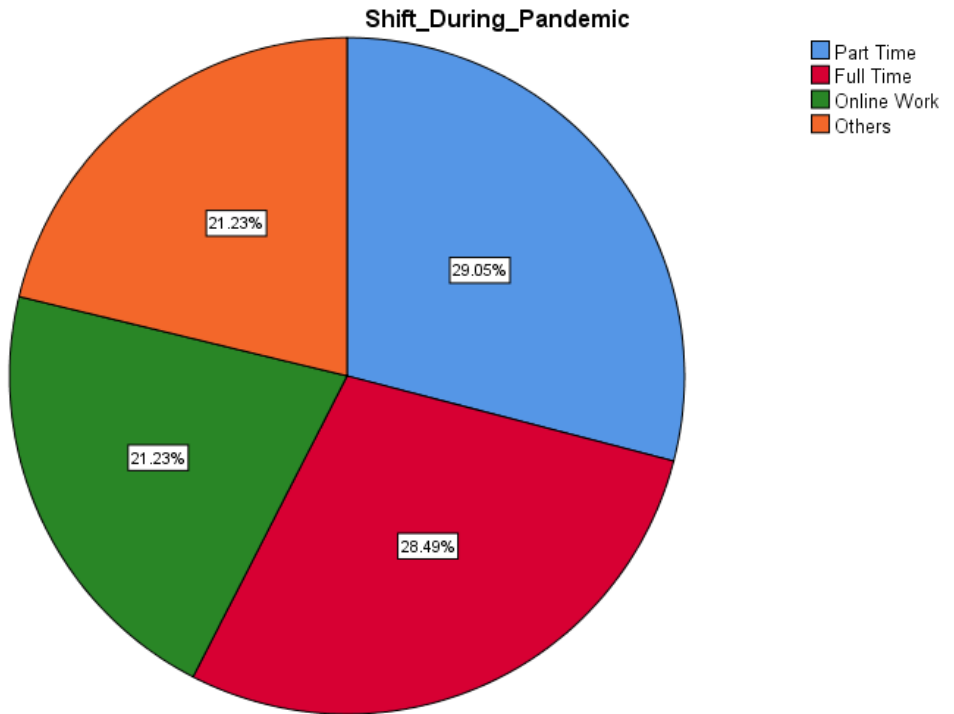
Figure 6: during the pandemic, what was your shift like?

According to the above pie chart, 29% of the respondents stated that during the pandemic they have part time shift and 28% of the respondents stated that during the pandemic they have full time shift.

However, 21% of the respondents stated that during the pandemic they have online work and 21% of the respondents stated that during the pandemic they have different time shifts.

5. Analysis of Findings

Departments of human resources played a key role through the Covid-19 epidemic in leading industrial firms and the security and well-being of workers. The crisis reminded us that management of human resources extends much beyond conformity and paperwork, since HR departments had to go outside the box to preserve positions and assist workers in those difficult times, whenever possible.

The numbers of clients that fluctuate dramatically throughout the pandemic made them carefully manage employees, while doing everything they can to limit Covid-19's negative effect on their workforce.

Many firms have examined their operations in general and explored ways of achieving efficiency, especially in order to prevent redundancies. "Companies urge employees to take yearly vacation, work time and employment to ensure that everyone is able to remain in work. The last stage is the lay-offs

Some businesses have initiated a voluntary partial-time program, whereby workers may request for the transfer of significant parts of their workforce to temporary part-time schedule or shorter hours of work. HR departments also examined long and carefully organizational structures and developed or redeployed positions in certain cases

6. Conclusion

It's difficult to control the development of Covid-19 in an organization since it employs a wide range of people, many of whom have only a minimum school education. Many manufacturers also lack the experience and knowledge required to do their tasks properly. Entry-level cashiers, cart pushers, and sales representatives are often overlooked when allocating training and development funds. A number of prominent corporations are already launching programs for young college graduates who aim to be managers, either with or without training, as a consequence. It is essential to educate and advise personnel about hygienic standards since they are constantly in charge of servicing customers. There are a

lot of moving parts in designing and implementing a system like Covid-19, which makes it difficult to keep it under control.

Covid-19 may be transmitted to employees via extended contact with sick clients. In addition, after coming into contact with contaminated items, one's nose, mouth, and eyes may get infected with Covid-19. Even if the staff follows to strict hygiene protocols, asymptomatic consumers may infect them. Staff who get infected with or die from Covid-19 might be left in charge of HR succession planning, which would be a huge problem. When it comes to succession planning, companies shouldn't just keep a list of employees who are promoted to higher positions and who need to be replaced.

The efficiency of workers is critical when it comes to controlling expenses and making a profit. However, ensuring the safety of workers is just as important. Employee safety is vital to the efficiency of the workplace.

Hazardous jobs have been found to reduce productivity, while non-hazardous jobs have been demonstrated to increase productivity. Employees who feel uneasy about their jobs are unable to predict if they will be able to keep their jobs. Workers' sense of self-worth is also influenced by how they feel about themselves. Job security for all employees is becoming more difficult for HR managers to guarantee as firms face difficult conditions and explore new ways of surviving.

6.1 Summary of Main Findings

It is now easier to predict the effect of global viral catastrophes on the workforce and on businesses because of prior pandemics.. As a consequence of the Covid-19 epidemic, people may be compelled to work from home or at a remote location since the value of contact-intensive services will be significantly diminished. As a result of this new habit, people are anticipated to be less open to physical touch. Today, there are more options for health and safety precautions, but it doesn't imply the sickness has no impact on individuals. In the case of an emergency, it is essential to know how to communicate successfully with your personnel. An employee's mental health should be taken into account while dealing with a crisis.

Employee well-being assistance is a key focus in at least one of these studies. Businesses should have a plan in place in case of an emergency that includes both financial and emotional assistance. In terms of financial measures, a company's long-term survivability and inventiveness are directly influenced by its

organizational results, such as performance, efficiency, and productivity. There are a variety of contextual elements that influence productivity, including the performance of the workforce and the products they generate.

During the pandemic lockdown, this study evaluates the attitudes and performance of Turkish workers. If perceptions concerning demographic attributes altered dramatically before and after the outbreak, this research is looking into it.

Throughout the epidemic, there was a clear association between employee productivity and well-being. It has been connected to poorer lockout outcomes by Covid-19 anxiety and home factors such as ergonomics and cohabitation. Despite the fact that workers are underperforming during the epidemic, they are nonetheless more productive than the average worker.

6.2 Contributions

It is already underway to guarantee that the company has enough skilled managers on standby to meet future business needs. As a component of an organization's career system, career planning is simply one of several tools the firm use to meet the requirements of its employees. In order to achieve organizational objectives, people must be motivated, content with their jobs and committed to the organization. When an employee's capacity to take action grows, they learn more and more.

The number of persons aged 20 to 59 who work remotely is on the rise, according to the results of the study. The traditional workplace isn't the only location where most people get their work done, according to the findings. Increasing numbers of people are choosing to work from home or in their local area.

Workers' appraisals of their own work performance and the motivation for training are not regarded crucial to employee morale.

To motivate and establish good connections with your staff, you must be able to communicate clearly and effectively with them. High levels of management recognition, an appreciation for excellent working circumstances, and solid connections with top management all contribute to employee motivation.

Employee incentives may have a significant impact on a company's profitability and motivation. However, it may be feasible to implement a corporate

compensation structure that is both accountable and equitable. Each sector has different priorities when it comes to monetary or international compensation.

Organizational success relies on the links between the workplace, management, wages, and profits. Compensation and other benefits are more essential than any other consideration when it comes to attracting and retaining workers.

Employee engagement, job performance, and efficiency are all influenced by factors such as salary, bonus, benefits, working environment, and cooperation with a coworker. For public sector workers, though, perks trump intrinsic rewards.

Worker satisfaction and the availability of motivating materials are connected. Because of the financial and non-financial incentives given to workers, all components grow. In order to achieve the greatest potential results for the firm and its workers, it is necessary to promote and extend possibilities, improve job quality, and ensure employee pleasure.

Employee morale and motivation are closely linked, according to studies conducted by Rawalpindi-based financial institutions (FIs). It was shown that internal compensation was more essential than external remuneration.

6.3 Limitations

Capacity and learning difficulties may be better handled and learned from by companies, we think. As a result, SHRD is concerned about the survival and livelihood of its personnel in the event of a calamity. There hasn't been a lot of emphasis paid to the HRD-crisis management link by HRD scholars or practitioners.

HRD researchers must keep up their efforts to study the specific characteristics of organizational crises, given the frequent and recognized impact of crisis events on individuals, organizations, communities, and society. HRD's research is critical and necessary. HR professionals may benefit from this kind of information in developing interventions that are in line with the strategic goals of their organizations and, as a consequence, provide the best crisis management outcomes.

SHRD's numerous contributions to crisis management organizations, including SHRD's emphasis on, and learning, change and performance-based strategy were also discussed in this study. But our recommendations to HRD practitioners were

mostly derived from our synthesis and study of crisis management and strategic HRD literature. As a result, HRD researchers must do empirical research and collect data in order to assess the effectiveness of our recommendations in practice.

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