

# ENDORISING COVID-19 LEARNINGS OF MANAGING HUMAN RESOURCES IN BANGLADESH DURING POST-COVID ERA

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**Abstract:** Organisations are on alert and trying to be more adaptable to unforeseen challenges due to experiences of COVID-19. These contingent circumstances brought pressure on employees and the bottom line of the business as well. Considering the changing scenario, this study intends to identify the opportunities and problems faced by the human resource management department in Bangladeshi enterprises during COVID-19 and endorse these learnings to post-COVID era. The HR administrators and managers of 30 Bangladeshi firms were taken as a sample of this study. A descriptive research approach was used. The sample was chosen using a simple random sampling method. A common questionnaire was created to gather information and examine the opportunities and problems faced by the human resource management division during the COVID-19 pandemic. A five-point Likert scale with a range of 1 to 5 has been used in the design of the questions. Simple descriptive statistical data analysis techniques, Microsoft Excel, and SPSS were used to build and present the data. It was found during the study that the COVID-19 pandemic has an impact on employees of the human resource department as well as functions of the human resource department for example, acquisition, development, motivation, and maintenance. It exposed new huge challenges and showed some opportunities to an organisation that can be endorsed in post-COVID era.

**Keywords:** COVID-19, Crisis, HRM Department Challenges, HRM Department Opportunities, Crisis Management

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## INTRODUCTION

Externalities keep every organisation on alert nowadays and demand adaptability to unforeseen circumstances ever since the human race faced the challenge of COVID-19. It became a cause of anxiety to the workforce and created pressure on the bottom line of the organisation. The day World Health Organization (WHO) declared COVID-19 a pandemic, it reminded a dangerous fact to the world's attention (Sohrabi et al., 2020; WHO, 2020). This is the first global crisis to threaten human survival since World War II. It has a profound influence on lives and livelihoods worldwide (Mukherjee et al., 2020). The chief economist of the fund estimates that the COVID-19 pandemic might cause an accretive loss to GDP over the years 2020 and 2021 of up to \$9 trillion, which is larger than the combined GDPs of Japan and Germany (Obrenovic & Du et al., 2020). It has had a significant negative impact on the global economy, which has caused governments, businesses, and people to scurry

for cooperation (Fernandes, 2020). The global lockdown of businesses and industries that was imposed and required to stop the virus spread presented a variety of particular and difficult issues for both employees and employers globally (Kniffin et al., 2020).

Like every other nation, Bangladesh was having difficulty combating COVID-19. However, compared to affluent nations, Bangladesh was experiencing more serious issues because of its impoverished status. Huge infection has a serious impact on Bangladesh's economy. The Bangladeshi government provided a BDT 1 lac stimulus package to fight COVID-19 (Ali, 2020). The COVID-19 epidemic is hitting enterprises as well, and the adjustments they are making as a result of the pandemic will be long-lasting. To assure the continuation of their business, practically every other company has instituted a work-from-home policy (Ahmed et al., 2020). Despite such modifications, it imparted several lessons to businesses and their HR managers (Ahmed et al.,

2020). Every second HR managers encountered changes in the nature of work, the way functions are carried out, and businesses are run and organised. New challenges to maintain a work-life balance without disturbing the essentials of the organisation were experienced. New opportunities and difficulties had been brought about by the abrupt change in workplace culture. Therefore, it was vital to learn about the difficulties and opportunities the HRM department is experiencing during the COVID-19 situation and endorse its learnings for future direction. To find future directions from learnings of COVID-19, this study has been conducted to examine the potentials and problems faced by the HRM department in Bangladeshi organisations during COVID-19.

### **Rationale of the Study**

Due to the COVID-19 epidemic, countries all across the world have had to respond with minimal knowledge and face numerous uncertainty (Janssen & Voort, 2020). Globally, it caused a severe health crisis (World Health Organization, 2020), an imbalanced social order (UN DESASI, 2020), and enormous economic loss (International Monetary Fund, 2020). Businesses and sectors are dealing with significant and inevitable organisational and financial issues as a result of the COVID-19 epidemic. The majority of organisations have taken a number of actions to counteract COVID-19. Organisations have recently been forced to speed up their transformation to digital operations because of the recent developments brought on by the global pandemic (COVID-19). The human resource management (HRM) has been forced by this change to guide employees through this unprecedented scenario (Gigauri, 2020). Organizations all over the world were obliged to adjust their work environments and methods during the crisis, including remote work, fewer hours work, fewer training and development opportunities, or even a moratorium on hiring (Wunderlich & Løkke, 2020). Employees are under stress as a result of uncertainty, and HR experts are doing their best to keep everything in perspective and coordinated. Crisis management, keeping employees engaged, providing the proper communication channels and tools for remote work, and other issues are now HR managers' top priorities. Employee engagement may have decreased due to the recent coronavirus pandemic, which could have an impact on organisational productivity as well. However, one of the most important initiatives to be at the forefront is to successfully engage employees at home and to ensure that employees are continuing to be healthy and

engaged. For this, human resource managers must demonstrate a new level of understanding; the most effective way to do this is to establish consistent co-worker relationships (Ahmed et al., 2020).

### **Objectives of the Study**

The primary goals of this study are as follows in this context:

To learn about the issues that the firms' human resource management departments faced during COVID-19 to endorse for the future.

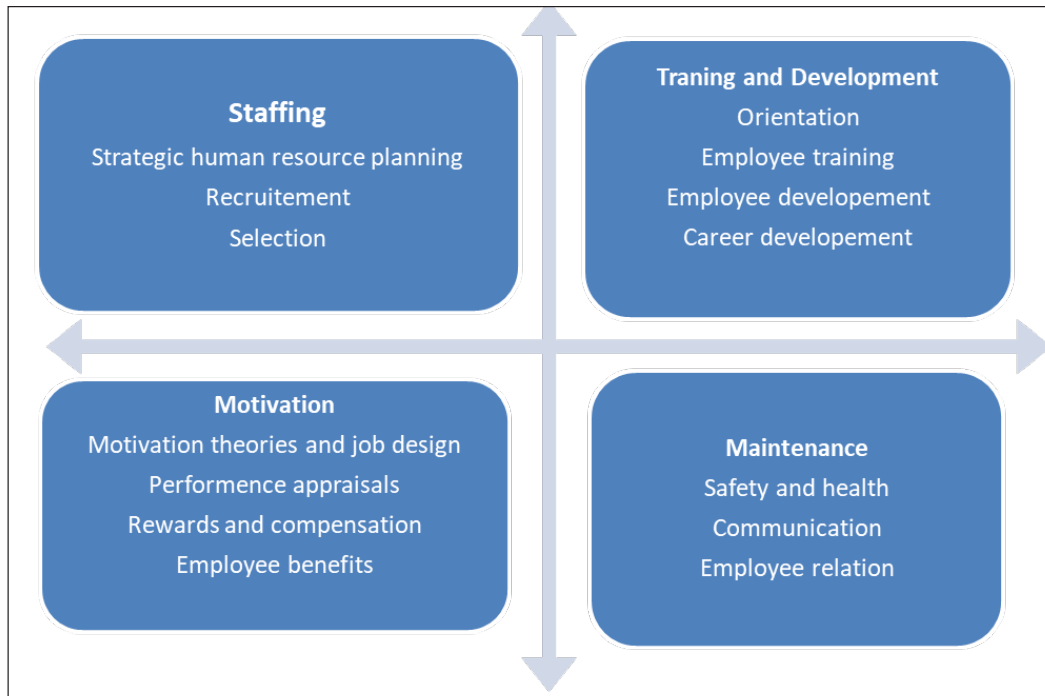
To determine the departments' prospects for human resource management during COVID-19 to endorse for the future.

### **LITERATURE REVIEW**

Since its inception in the middle of the 1980s, the idea of human resource management (HRM) has drawn interest from academics and practitioners alike. Its primary goal is to ensure that a company can succeed via its people (Kapur, 2020). The functional area of business administration or organisational management known as human resource management (HRM) is concerned with managing people at work, where "people at work" refers to employees (Opatha, 2019); the procedure for hiring, training, evaluating, and paying employees as well as handling any issues with their labor relations, health and safety, and justice (Dessler, 2006). The organisational competencies that enable the organisation to learn and take advantage of new opportunities can come from the HRM systems (Kapur, 2020). The technique used in businesses, known as human resource management (HRM), makes it easier to use people in order to achieve both organisational and personal goals. According to Boselie (2014), HRM entails management choices regarding the laws and procedures that collectively form the employment relationship and work toward a set of objectives. An organisation's capacity to fulfill its goals by making the best use of the resources at its disposal is what HRM tries to increase (Mwaniki & Gathenya, 2015).

### **Functions of HRM**

DeCenzo and Robbins (2016) in *Fundamentals of Human Resource Management* show four basic functions of HRM as follows:



Source: Author's Compilation based on Dessler (2006). A framework for human resource management.

**Fig. 1: Basic Functions of HRM**

Staffing is a critical strategic issue for human resource management. The people an organisation hires will immediately affect how well it runs. The precise tactics employed and judgments made in the staffing function will also directly affect how well an organisation runs. An organisation that seeks continuous growth and improvement places a high priority on training and development, which is a learning process offered to both new and existing employees and aimed at helping them acquire knowledge, technical skills, and attitudes of behaviour that will help them perform their jobs more effectively (Kriemadis & Kourtesopoulou, 2008). Motivation is the process of attaining corporate objectives by meeting the requirements or desires of certain employees (Haque et al., 2014). According to Ouchi (1987), motivation is crucial for productivity. According to certain theories, motivation is an internal state of the person that guides his behaviour or activity in order to achieve the desired goals (Rusu & Avasilcai, 2013). The process of creating safety, medical care, and welfare initiatives is known as HR upkeep. Preventive actions, medical care actions, welfare services, retirement actions, and insurance actions make up the HR maintenance system's dependent variable (Nekoie-Moghadam et al., 2013).

### HR's Challenges

The issues Carnevale and Hatak (2020) described providing insight into the recommendations COVID-19 offers for

human resource managers (HRM) as organisations assist their labour force in adapting to and changing in line with their recently modified workplace. However, Ahmed et al. (2020) looked at the difficulties that businesses and HR managers had as a result of the COVID-19 epidemic and also described how businesses handled this as a shift toward numerous work-from-home and other flexible policies. Additionally, Gigauri (2020) discussed the difficulties HRM is facing as a result of the urgent need for remote work and acknowledged the impact the pandemic has had on HR. This study demonstrated that, as a response to the recent pandemic situation, human resource management should think about ways to be current and prepared for crossover working models. Additionally, Opatha (2019) demonstrated the relevance of coronavirus disease and its characteristics, danger, impact on representatives, and distinguishable evidence of workers who are in greater danger. He also demonstrated that police, security, and medical personnel are among the groups of workers who face the greatest risk. Hu et al. (2020) also covered the topic of how firms might make it simpler for employees to follow through on their commitments. They also provided theoretical and practical insights on how hospitality firms may protect the health and safety of their staff and the general public. In addition, Akingbola (2020) examined how COVID-19 affected non-profit organisations and their human resource management (HRM). In addition, Harnett and Kieran (2020) highlighted employee perspectives on working remotely during the

pandemic and, when firms consider bringing employees back to the office, employee and management preferences on what this office of the future should look like. Additionally, Bajrami et al. (2020) investigated the potential effects of COVID-19 on employee behaviour (job motivation and job satisfaction) and turnover goals. These impacts included employment insecurity, allegations of employees' wellness made during separation, hazard-carrying conduct at work, and organisational shifts. Additionally, Liguori and Pittz (2020) investigated in their research that businesses should adopt practical and tactical ways for reducing ambiguity and danger, which are especially pervasive in pandemic-charged business environments, in order to explore the negative effects. Mei (2020) demonstrated that the customary arrangement justifications sought after by many access entertainers were cashiered by the pandemic as an exogenous stun, bringing about strategy inconsistency and disarray. In addition, Greenberg et al. (2020) reviewed their study that the COVID-19 pandemic creates an unusual situation for medical care experts settling on perplexing decisions – may include how to allocate insufficient resources to similarly destitute patients, how to adjust their own physical and mental medical care needs with those of patients, how to adjust their craving and obligation to patients with those to loved ones, and how to provide care to all seriously ill patients – may be necessary. Additionally, Wunderlich and Løkke (2020) illustrated how organisations responded to the COVID-19 pandemic from the perspective of people management, which helped people see the value of HRM in crisis management. Additionally, they stated that due to the epidemic, businesses all over the world had to change where and how they worked, whether it be through remote work, few hours worked, fewer training and development opportunities, or enrollment restrictions.

### **HR's Opportunities**

In their study from 2020, Chanana and Sangeta demonstrated how different businesses engaged their staff during the coronavirus epidemic. Organisations are planning a variety of employment activities in response to the COVID-19 pandemic, including webinars with industry experts, online family engagement practices, virtual learning and development, online team-building activities, team lunch meetings via video conference, brief online game sessions, virtual challenges and competitions, online courses, appreciation activities, and live sessions for new-skill training. They also looked at how work-from-home employment practices can enhance employees' commitment and motivation levels, which is very beneficial for both people and enterprises. However, Meri (2020) in his study covered the topic of fresh HRM and KM developments in

the healthcare industry as well as the underlying ideas behind these developments. Additionally, it was discovered that in the vote-based world, we live in today, political leaders are directing their attention to human resources that protect people and open doors to health assurance. Knowledge management (KM), transformational organisations, and new HRM trends are being seen as “strategic” investments by businesses and healthcare organisations. Additionally, Dirani et al. (2020) offered the duties of the global commander and organisations to COVID-19 and asked them to embrace the new duties of human resource development (HRD) in accordance with the categories of pandemics in general and COVID-19 in particular. They identified the leadership skills that are most important during pandemic crises, followed by investigating examples of the best leadership displays in diverse contexts, and reflecting on the most current obligations for HRD practitioners and researchers following a major crisis. Additionally, Spurk and Straub's (2020) research demonstrated the benefits of flexible employment for employees. They determined how the COVID-19 pandemic affected the jobs and occupations of employees in flexible employment relationships and had an impact on those employees' jobs and occupations. They also outlined how the pandemic could affect various flexible employment relationship classifications. Additionally, Khudhair et al. (2020) provided insight into how COVID-19 will affect various human resource practices and future marketing in their article. They also looked at how working remotely from home has drastically changed from the traditional approach of working from an organisation's facilities. But Prasad and Mangipudi (2020) provided a phase-by-phase post-COVID-19 work plan that covered things like employee well-being, remote working, infection prevention, and flexibility. In order to prevent future occurrences of the same problem, they also talked about new human resource paradigms that take into account employee psychological health, anxiety, job security, and remote working. Additionally, Heath et al. (2020) discussed doable management strategies to strengthen healthcare workers' resilience during the COVID-19 crisis. The techniques, self-care, and organisational justice were also demonstrated. Elsafty and Ragheb (2020) also looked at the obligations of human resources management (HRM) to the workers in order to mitigate the negative effects of COVID-19. They also conclude that HR managers should carry out their duties to raise employee satisfaction levels and that financial benefits, access to knowledge, and workplace rules and assistance are just a few of the key factors that should have been considered by nature to raise workers' earnings and productivity levels. Additionally, Filimonau et al. (2020) found in their study that managers' perceptions of their job security—which, in turn, characterize their organisational commitment—are reinforced by the level of organisational resilience and the line of CSR activities during

the COVID-19 pandemic. Hu et al. (2020) also looked at how firms may make it easier for employees to follow these procedures. This study examined theoretical and practical factors that influence how hospitality firms can protect the health and safety of their staff members and the general public. In addition, Wenzel et al. (2020) conducted research for an article that offered insights on how businesses might respond strategically to crises. They identified four different types of responses: cutting back, sticking with it, inventing, and leaving.

A number of studies found changes in HR practices due to COVID-19. Hamouche (2021) observed disruption in traditional HR methods and challenges to HR practitioners. These findings were supported by Azizi et al. (2022) who emphasized on talent acquisition, and application of appropriate human resource management strategies for employee wellness, satisfaction and motivation. Vahdat (2022) identified the role of web-based solutions in human resource management and priority to health and welfare of employees. Whereas Mikołajczyk (2022) found that developmental processes in organisations especially employee training are being affected by the COVID-19 pandemic. Employees look forward to new areas of development and also reduced engagement in work and increased fatigue due to online development initiatives. Reshma and Pillai (2021) has exemplified sources of stress at the workplace and their impact on productivity. Whereas Sneha and Maheswari (2021) emphasized on need for stress management more during COVID as compared to earlier.

## **METHODOLOGY**

This study used a descriptive research approach to examine the possibilities and challenges faced by the human resource management department in Bangladeshi firms during COVID-19. The goal of descriptive research is to correctly and methodically characterize the facts and traits of a particular population or region of interest (Dulock, 1993). This study has been developed based on the opportunities and problems faced by the HRM department during the COVID-19 pandemic. The impact of COVID-19 on the HRM functions of acquisition, development, motivation, and maintenance has been taken into consideration.

### **Sampling Procedure and Sample Size**

#### **Population and Sample**

The sample is withdrawn from target population. Employees at Bangladeshi organisations' HRM departments make up the study's target group. Thirty respondents from the

HRM departments of the 30 Bangladeshi organisations provided the data. The respondents were chosen using a straightforward random selection method.

### **Sources of Data**

Primary data are accumulated by direct face-to-face conversations and online zoom meetings. For this purpose, a well-structured questionnaire is developed in a convenience with pertinent issue that holds the four basic HRM functions as follows: Acquisition, Development, Motivation, Maintenance and Crisis Management. Secondary sources are required to create the study more workable. Various websites and papers are the grand sources of having an obvious concept regarding the issue. Secondary data have been accumulated from some selected books, journal papers, articles and so on that have been prepared by the WHO, International Organisations, Different Multinational companies, Medical Informatics Associations, Business and Management Studies, Hospitality Management, Innovative Technologies in Economy, Information Management, Business and Social Sciences and so on.

### **Data Collection Method**

Data have been collected from the Organisation's HR manager and HR admin in HRM department above a questionnaire sitting in front of them. The questionnaire gives all the factors of acquisition, development, motivation, maintenance, and crisis management.

### **Instrument Design**

Several statistical tools or instruments are used to complete the research study. To analyze the challenges and opportunities of Human Resource Management Department during COVID-19, data are collected by questionnaire. The questionnaire has three parts. In Part A, it contains demographic information of respondents that seeks to participant's name, age, gender, marital status, education, job nature, job title, types of organisation, nature of organisation, experience, salary, and location. In Part B, it belongs the main body of the questionnaire that included twenty-two questions and settled under HRM functions includes acquisition, development, motivation, and maintenance. In Part C, it is an important part that included six questions and settled under crisis management. Questions have been designed by a five-point Likert scale that contains (1 to 5) range like, 1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, and 5 = strongly disagree.

## Data Analysis Method

The data were acquired from the questionnaire and constructed and presented by using simple Descriptive statistical data analysis techniques such as graphs, tables, and charts. For this Microsoft Word and SPSS20 software are used. Microsoft word that in most cases used to submit graphs, charts, figures, and other pictorial and tabular form of statistics. The data received from the questionnaire were analyzed qualitatively and the discussions mobilized with findings of survey in view of substantiating the outcomes.

## DATA ANALYSIS AND FINDINGS

After completing the questionnaire and collecting data from the employees of the Human Resource Management Department the procedure of tabulation and graphical description has been used to abbreviate all the data from the flushed-in questionnaire for the intention of statistical analysis. For analysis, a file is made to process the data for accurate analysis and interpretation. MS Excel and SPSS have been used for the analysis. The statistical parts are completed with the help of Statistical Package for the Social Sciences (SPSS) 25 and STATA.

## Demographic Profiles

Demographic information of respondents is the most important part in data analysis because it shows the features of the respondents. The factors include age, gender, marital status, education, job nature, job title, types of organisation nature of organisation, experience, salary, and location.

**Table 1: Demographic Details of Respondents**

		Percentage
Age of the HR	20-30	36.7
	30-40	40
	40-50	23.3
Gender of the HR	Male	73.3
	Female	26.7
Marital Status of the HR	Married	56.7
	Unmarried	43.3
Educational Qualification of the HR	Postgraduate	56.7
	Graduate	43.3
Job Nature of the HR	Permanent	80
	Temporary	20
Job Title of the HR	HR Manager	63
	HR Admin	37

		Percentage
Type of Organisation	Public	17
	Private	77
	Autonomous	6
Nature of Organisation	Manufacturing	53
	Service	42
	Other	5
Job Experience of the HR (in Years)	1-3	6.7
	3-6	36.7
	6-9	36.7
	9-12	13.3
	12-15	6.7
Monthly Salary of the HR (in TK)	Below 30,000	6.7
	30,000 -40,000	16.7
	40,000 -50,000	50
	Above 60,000	26.6
Job Location	Dhaka	50
	Khulna	26.7
	Other Parts of Bangladesh	23.3

Source: Author's compilation Based on Field Survey.

Age is one of the most important factors that shows the respondents' quality and personality (Sandberg, 2016). The above table shows that the highest percentage of respondents is 40 percent, the second highest percentage of respondents is 36.7 percent, and the third highest one is 23.3 percent. From this result, we can say that most of the organisations have blended (like middle and young generations) of HRs in Bangladesh. The demography of HR personnel also supports by the World Bank Development Indicator (2019), which shows the working age of male and female employees is 25–59 years. Gender is another essential part that identifies the respondent's behaviour, roles, interactions and so on (Heidari et al., 2016). The above table shows the gender percentage of HRs. Some researchers disclosed that opinions are differing from male to female. From the table, the numbers of the male HRs are 73.3 percent and the female HRs are 26.7 percent. The male respondents are greater than female. From this result, we can say that now very few female employees are working in Human Resource Management Department. The demography of HR personnel also supports by the World Bank Development Indicator (2019), which shows in the labour force the female participation rate is 30.5 percent and male is 82 percent.

The above table shows the marital status of the HRs. The highest percentages of respondents are 56.7 percent and they are married and 43.3 percent of respondents are unmarried.

In the above Table, the educational qualification of the 30 HRs has been shown. Among them, 56.7 percent of respondents completed their post graduate level (Masters) which is appreciable. Besides 43.3 percent respondents are at graduate level.

The above table shows that there are 80 percent of HRs whose job nature is permanent and rest 20 percent HRs are in temporary jobs. From this output, we can say that now the attraction of HRM profession is increasing and most of the employees are interested in this profession. The above pie chart shows that the majority of the HRs are HR managers and the percentage is 63 percent and rest of the respondents are HR admin, the percentage is 37 percent. The above table shows that 77 percent respondents who participated in this study are in private organisations and 17 percent are in public organisations and 6 percent are in autonomous organisations. According to the survey results, nearly 77 percent of 30 organisations that have the HRM department are private type organisations. Usually, government-owned organisations do not have separate HRM departments because only 17 percent out of 30 of this result represent that. Additionally, the autonomous sectors give less importance to the Human Resource Management (6 percent among 30 organisations) in their business. The above table shows that 53 percent of respondent's organisations nature is manufacturing and 42 percent is in service and lastly 5 percent is in others. In Bangladesh, Human Resource Management Department is highly popular in manufacturing organisations than others. Job experience helps to improve the employees' employability skills and make the department more sustainable (Powell, 2001) and also enables them to survive and prosper in the workplace (Reid & Barrington, 1997). There are 6.70 percent respondents whose experience are 1–3 years, 36.70 percent have 3–6 years job experience, 36.70 percent have 6–9 years experience, 13.30 percent have 9–12 years experience and 6.70 percent respondents have 12–15 years of job experience. According to a survey on salary, human resource workers in Bangladesh with more years of work experience outperform their counterparts with less experience. The above table shows the monthly salary range of the 30 respondents. In this study, the salary is categorized into four segments. In these segments, 6.70 percent of respondent's salary range is below 30000, 16.70 percent has 30000–40000, 50 percent of respondent's salary range is 40000–50000, and 26.70 percent of respondent's salary range is above 60000. From this analysis, we can conclude that HR professionals get a handsome salary comparing the other jobs in Bangladesh. The above table shows the job location of the participants. In this study, we categorized the job location into three parts. Among the 30 respondents, 50 percent are in Dhaka, 26.7 percent are in Khulna and 23.3 percent are in across Bangladesh.

## Analysis and Interpretation

### Reliability Test

The degree to which a measurement of a phenomenon produces static and consistent results is referred to as reliability (Carmines & Zeller, 1979). Testing for reliability is crucial since it refers to the consistency of a measuring device over its entire surface (Huck, 2007). The Cronbach Alpha coefficient is the most popular internal consistency metric (Taherdoost, 2016). It is regarded as the most appropriate reliability measurement when using Likert scales (Robinson, 2010). It is recommended that dependability for the study be at least 0.60. (Straub et al., 2004). Although there are no unambiguous guidelines for internal consistency, most people think that a minimum internal consistency coefficient of .70 should be used (Robinson, 2010). Four reliability cut-off points have been proposed by Hinton et al. (2004) that are as follows: good reliability (0.90 and above), high reliability (0.70–0.90), moderate reliability (0.50–0.70), and low reliability (below 0.50; 0.50 and below).

**Table 2: Reliability Test**

Cronbach Alpha	N of Item
0.751	33

Source: Author's Compilation Based on Field Survey.

The above table shows that the reliability value is 0.751. According to the researchers, it is above the suggested value of 0.70 and it means high reliability (Hinton et al., 2004). So, it is proved by the output showed by Cronbach Alpha is that the data used for this study is reliable.

### Descriptive Analysis of Acquisition, Development, Motivation, Maintenance Factors

**Table 3: Descriptive Statistics of Acquisition**

Variables	N	Mean	Median	Mode
Staff recruitment at COVID-19 has become difficult	30	1.7667	2.0000	2
The selection of skilled workers has become difficult	30	1.7333	2.0000	2
It is difficult to take on new responsibilities without face-to-face communication	30	1.9333	2.0000	2

Variables	N	Mean	Median	Mode
Virtual staff selection reduces unnecessary travel and time	30	1.9333	2.0000	1
The virtual staff recruitment process has brought together countless candidates	30	1.9333	4.5000	4
Virtual staff orientation activities have made it easier for people to get acquainted with the organisation		1.3000	2.0000	2

Source: Author's Compilation Based on Field Survey.

From the above table, it shows that the mean value of staff recruitment during COVID-19 has become difficult is 1.7667; it indicates that the respondents agree that staff recruitment at COVID-19 has become difficult. The above table represents that the mean value of the selection of skilled workers has become difficult is 1.7333; it reveals that HRs agree the selection of skilled workers has become difficult. The above table indicates that the mean value of it is difficult to take on new responsibilities without face-to-face communication is 1.9333; it shows that the employees agree that it is difficult to take on new responsibilities without face-to-face communication. The table exhibits that the mean value of virtual staff selection reduces unnecessary travel and time is 1.9333; it discloses that HRs agree virtual staff selection reduces unnecessary travel and time. The table shows that the mean value of the virtual staff recruitment process that has brought together countless candidates is 1.9333; it means the respondents agree that the virtual staff recruitment process has brought together countless candidates. In the table, the mean value of the virtual staff orientation activities that have made it easier for people to get acquainted with the organisation is 1.3000; it indicates that the respondents agree that virtual staff orientation activities have made it easier for people to get acquainted with the organisation.

**Table 4: Descriptive Statistics of Development**

Variables	N	Mean	Median	Mode
It is not possible to give apprenticeship training to the staff in this COVID-19 situation	30	1.7000	2.0000	2
Employees are not given career counseling	30	2.7000	4.0000	3

Variables	N	Mean	Median	Mode
It is difficult to provide on-the-job training at this critical time	30	1.4667	2.0000	4
Employees' coaching skills are declining	30	1.3667	2.0000	2
Online training takes less time to train	30	1.1333	4.5000	1.5
Virtual training sessions are easy to organise		1.7667	2.0000	2

Source: Author's Compilation Based on Field Survey.

In the above table, the mean value of it is not possible to give apprenticeship training to the staff in this COVID-19 situation is 1.7000; it shows that the respondents admit that it is not possible to give apprenticeship training to the staff in this COVID-19 situation. The above table shows that the mean value of employees is not given career counseling is 2.7000; it indicates that HRs neutral that employees are not given career counseling. In the table, the mean value of it is difficult to provide on-the-job training at this critical time is 1.4667; it shows that the respondents agree it is difficult to provide on-the-job training at this critical time. The above table shows that the mean value of employees' coaching skills are declining is 1.3667; it indicates that the respondents agree employees' coaching skills are declining. In this table, the mean value of online training takes less time to train is 1.1333; it means HRs agree that online training takes less time to train. The above table presents the mean value of virtual training sessions are easy to organise is 1.7667; it shows that the respondents agree that virtual training sessions are easy to organise.

**Table 5: Descriptive Statistics of Motivation**

Variables	N	Mean	Median	Mode
Employees are not given adequate financial compensation	30	1.2667	1.500	2
It is not possible to verify performance properly in corona situations	30	1.1333	4.500	4
Insecurity is on the rise which is affecting the productive capacity	30	1.8333	2.000	2
Many non-financial incentives are being given to deal with corona crises	30	1.4333	2.000	2
Freedom and authority to make decisions are increasing	30	1.1333	1.500	1.5

Source: Author's Compilation Based on Field Survey.

The above table represents that the mean value of employees is not given adequate financial compensation is 1.2667; it indicates that the HRs agree employees are not given adequate financial compensation. About 95 percent of the organisations do not provide long-term incentives to retain employees (Mahmood & Absar, 2015). The table shows that the mean value of it is not possible to verify performance properly in corona situations is 1.1333; it means the respondents agree that it is not possible to verify performance properly in corona situations. The above table presents that the mean value of insecurity is on the rise which is affecting the productive capacity is 1.8333; it shows that the respondents agree that insecurity is on the rise which is affecting the productive capacity. In the table, the mean value of many non-financial incentives being given to deal with corona crises is 1.4333; it indicates that the respondents agree that many non-financial incentives are being given to deal with corona crises. In the above table, the mean value of freedom and authority to make decisions is increasing is 1.1333; it means the respondents agree that freedom and authority to make decisions is increasing.

**Table 6: Descriptive Statistics of Maintenance**

Variables	N	Mean	Median	Mode
Strict safety measures are required to conduct regular operations	30	2.0333	2.0000	2
Health and safety are issues difficult to ensure	30	1.2447	2.0000	2
Anxiety and stress are increasing	30	1.7000	2.0000	2.5
The principle of working from home ensures safety	30	1.5333	1.5000	1.5
Health insurance from the time of Corona Allowance facility is being given	30	4.9333	1.5000	4

Source: Author's Compilation Based on Field Survey.

The above table shows that the mean value of strict safety measures are required to conduct regular operations is 2.0333; it means that the respondents neutral that strict safety measures are required to conduct regular operations. In the above table, the mean value of health and safety issues difficult to ensure is 1.2447; it indicates that the respondents agree that health and safety are issues difficult to ensure. HR managers are facing a big challenge in adjusting to health and safety measures (Bowden, 2014). The table shows

that the mean value of anxiety and stress are increasing is 1.7000; it means that HRs agree that anxiety and stress are increasing. The above table represents that the mean value of the principle of working from home ensures safety is 1.5333; it indicates that the respondents agree that the principle of working from home ensures safety. The table shows that the mean value of health insurance from the time of Corona Allowance facility is being given is 4.9333; it presents that the respondents strongly disagree that health insurance from the time of Corona Allowance facility is being given.

## CONCLUSION

The analysis of previous studies and empirical evidence reveal the demographics of respondents and changes taking place during the pandemic and its future implications. Analysis reflects that most of the respondents belong to mid and young generations of HR employees. There is a significant difference between male and female HR managers working in the organisations. We also have come to the findings that now the attraction to the HRM profession is increasing. The study found that HR practices are widely used in the manufacturing sector more as compared to the service sector in Bangladesh. The demographic profile observed in this study would disclose the profile of the workforce under study.

Providing on-the-job training, apprenticeship and coaching and acquiring skilled workforce was a challenge during the pandemic. It emphasizes the significance of the physical workplace for these training modes and the necessity to retain a skilled workforce. Virtual mode of working was a challenge for performance appraisal and non-financial incentives were more prevailing during that time. The changes that came into light due to a shift in human resource management practices during COVID-19 showed flexible working hours and business policies. Work from home not only emerged as a remedy during the pandemic and also showed its strength as an alternate platform for work. It has shown to the world that frontline workers, that is those working for medical services, necessities, hospitality industry and so on are potentially endangered workforce. It reflected on the future outlook of the office at workplace, factors affecting employee satisfaction and organisational commitment, shift in channels and medium of communication, use of virtual platform for hiring and training purpose, necessity of phased work plan and demand for organisational justice. It brought a lesson with respect to strategic movements during crisis and showed a paradigm shift towards knowledge management, transformational organisations, leadership in diverse contexts, and changing obligations of human resource management.

Thus, empirical evidences gained through this study based on respondents' insights have shown that the challenges of employee acquisition during COVID-19 but at the same time, it also reflected strengths of virtual recruitment and orientation in the form of bringing more candidates, and reducing the cost and time of workforce acquisition. It emphasized on strength of face-to-face communication, health and safety measures, health insurance, and virtual training. During this period, the freedom to take decisions was more prevalent. The learnings from shift in HR practices during COVID-19 are diverse and need to be investigated thoroughly to tap the benefits of changes in human resource management in Bangladesh and other nations as well.

### Managerial Implications

Changing demographics at managerial level will be an insight to the management and employee retention should be looked into on priority. Strength of work-from-home and virtual platform for hiring and training needs to be tapped. Workplace outlook needs to be modified based on the experience of COVID-19 and learnings with respect to strategic movement need to be tested empirically.

### Future Research

The global viral pandemic has a significant impact on the workplace. Human resource management has emerged as a practical method for managing the workforce in businesses that can effectively manage their most crucial and priceless assets. In light of COVID-19, the study examined the potential and problems faced by the human resource management department. This study identified difficulties and opportunities in the Human Resource Management Department based on analysis of findings. Considering the study's primary goals and conclusions, more extensive investigations on the subject are required to explore and establish learnings of changing HR practices during COVID-19. Future research should also take into account the impact of demographic factors on HRs efficiency and casual studies using several models.

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