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INVESTIGATION OF STRATEGIC HUMAN RESOURCE MANAGEMENT
PRACTICES IN BUSINESS AFTER COVID-19 DISRUPTION

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ABSTRACT

Experts are still debating if strategic human resource (HR) management practices from a business perspective in the period of economic recovery after the disruption of the COVID-19 pandemic is necessary or not. Such a debate is essential to bring businesses to earn both profit and sustainability. The benefits we mean are not only for the company, employees but also for consumers and even the social environment in which the business is run. To prove business experts' debate, we have conducted several stages of searching for data and information from credible sources, including reviewing publications on business practices supported by good HR governance, observation, and other online information. After the data was collected, it was continued by determining the research problem; then, a literature review was carried out. We analyzed case studies with keyword searches to obtain relevant information, critically evaluate and synthesize, identify topics, determine organizational formats and writing formats with ethical considerations, and find relevant information on the relevance of deep interpretations to meet validity and reliability critically. That way, we can see these findings are relevant to the formulation of the paper's theme. After considering all the data we have, we can summarize the findings as follows: determination of the main objectives of the company, reviewing the human resources that are owned, considering HR capabilities, estimating the HR needed by the company, ensure sufficient infrastructure to complete tasks, determining the HR governance strategy, and evaluating the company's

corrective actions. Thus these findings will be useful for many parties and the need for further studies.

INTRODUCTION

One aspect that is no less important to be managed by entrepreneurs is the human resources (HR). Because human resources for companies are the driving force for business activities that need to be managed according. Human resource management is known as Human Resource Management. (Priansa, 2017; Abuzyarova et al., 2019; Al Adresi & Darun, 2017; Anwar & Mukadarul, 2016; Bamberger et al., 2014). Because the management of human resources, which is the most important asset for every company, starts from determining the company's position or how many positions will be needed, the existence of HR is a very urgent issue, and it must be a priority. Before determining each position's duties, responsibilities, and roles, it is the company leaders' responsibility to manage them professionally so that their existence will be important and determine the company's performance. Likewise, to occupy a position and complete tasks as expected, all employees need certain skills. Therefore, the company must also determine the job requirements to occupy the position. It is on this basis that this study wants the investigation of strategic human resource management practices in business after the COVID-19 disruption.

Furthermore, it is necessary to explain what is meant by governance or strategic human resource management to achieve company goals? Clearly, strategic and dynamic HR management is the company's ability to maintain the relationship between its HR assets and the methods, objectives, **strategies**, and ultimate goals of all company assets. The strategic HR management of the company includes employee flexibility, company innovation, and governance to achieve a competitive advantage, the willingness of the company to increase the culture of cooperation within one agreed goal, and to improve the performance of all parties so that the business can gain profit and sustainability. Thus, efforts to manage HR will make it easy for the company to achieve its final goals to benefit companies, employees, consumers, and the company's social environment.

More companies want their human resources to play an active role in supporting the company to achieve its goals. Still, not all companies understand and could manage HR effectively and strategically. Jackson et al., (2012) improving and managing human resources that benefit all parties. It requires companies to play the core role of HR as partners of the company that the **company's** vision and mission are understood and implemented. (Mathis, R.L & Jackson R.H, n.d.; Bernardin, 1993; Steijn, 2004; Wood & Wall, 2002; Robert L. Mathias & Jackson, 2004).

For this reason, the **role** of HR must be strategic starting from the time of hiring new employees, assigning positions and job responsibilities, recitation, bonuses, and holiday leave that adhere to professional and fair principles. For example, HR managers have strategic recruitment of employees who can work effectively and productively so that those employees can contribute directly to increasing profits and the company's continuation. All HR teams who have

successfully managed employee procurement have adopted strategic ways to improve and protect employees from remaining productive, whether short-term work plans or long-term business plans are run.

If it is asked, why do companies need a strategy for re-managing human resources after the COVID-19 pandemic in Indonesia and a series of other affected countries? So it is every company and organization that can survive and rise again to answer questions if they have an HR team working **towards** common goals. Because well-organized human resources will optimize employee work even after being hit by any disturbance and ensure that all individuals improve their good performance and value sustainability to their employers. Managing healthy HR will also bear the risk of loss because they have an HR team that has implemented work standards with techniques to deal with if employees are not fit and property. Other companies will also benefit if the HR team can work optimally.

For example, a **company** will create satisfaction for every consumer, so they must present a professional work culture by employees. Automatically, resources must be managed efficiently and measurably. Another way is to be proactive in training employees so that they can increase productivity. All steps for strategic HR management requires strategic HR governance, which is the key to developing quality staff. Employees will feel like the company has their own because they are valued and want to continue with a company that always retains employees. So it is better if the company carries out superior and strategic HR management; the company needs to go through an HR preparation process to apply the steps mentioned above.

METHOD

To prove the experts' debate over the managing HR strategic practice in running the business after the economic disruption of the COVID-19, (Putra et al., 2020; (Aslan et al., 2020)). We have done serial of data searching from several sources, ranging from international publications on strategic company's practices facilitated by proper HR managed, field observation, and other online documentation. Then, we analyzed data by identifying the research question followed by a literature study, finally taking the conclusion. As this is a review study in a pandemic period where the government restriction policy is still ongoing, the data collection was done using the online method. In this way, it took us easy to analyses data with online keyword searches for needed information. Critical data evaluation was the main method to seek validity and reliability of data findings. We also identified topics by determining an organizational report format with relevant and ethical considerations and interpretations to answer the research question. We can do research methods to collect, analyze, and organize these data findings relevant to the research question formulation. This qualitative research design is relevant to the format suggested by Smith & Firth, (2011); Ritchie et al., 2013; Lune & Berg, 2017; Berg, 2001; Robert C. Bogdan & Sari Knopp Biklen, 1998).

RESULT

The findings of Werner & DeSimone, (2012) explained how HR management and the company's efforts to achieve profit and sustainability goals are that; we note that the first thing to do is to develop an overall understanding and common language about the companies' objectives and goals want to achieve. They believed that the success of managing strategic **company** human resources was greatly influenced by how deep and comprehensive the understanding of all the company's human resources was, especially the company's final goals. Indeed, not all individual human resources will easily understand the goals and ways of achieving the goals intended by the organization of each company unit. However, if a reliable manager manages every unit of the company, then they will be the ones who will, by all means, convince and supervise all subordinates. In this case, going back and forth of a unit is very important about the field's ability to play its role. How to articulate the preparation of all of the company's program plans to pass an important message to all targeted HR personnel. In other words, how do work unit leaders communicate ideas and the paths and twists and turns of achieving goals easily about the goals to be achieved but it is still easy for each HR personnel to implement a strategy to manage all the resources they have as effectively as possible.

The effort to manage HR to be more strategic is to evaluate each employee's ability who is owned by the company or who will be recruited to occupy a position that must be filled. The study of Reay & Seddighi, (2012) has proven that evaluating HR management functions' qualifications and capabilities is part of HR management functions to operate according to their capacity. (Barton et al., 1989; Jaradat, 2009; Rumble et al., 2018). This is important so that employees can innovate by creating existing resources. So, according to their study that evaluating HR capabilities will allow the company to know the capabilities of the employees the company has and how employees contribute to achieving profit goals and targets. Besides, HR leaders must also have an inventory of the expertise and skills of each employee. This skills inventory will later assist the employer in finding out which staff is competent in the offered position.

Strengthening management efforts of strategic human resource practices in companies that want to rise after being affected by a crisis such as COVID-19, one of which is by analyzing the company's current human resource capacity to match any existing work objectives employees or those who will be recruited later. According to the study by Bruun, (2013), Givoni, (2014) which seeks to evaluate employees' ability with superior capacities, it will help companies deal with problems and implement preparations and plans to empower opportunities and practically deal with things that can pose a risk to the company. Every strategic HR member must identify the feasibility of a prospective employee and what capacity they have, which will be useful as a company leadership model to understand superior ways to train new employees to work as the company needs after going through a difficult period of impact. Pandemic in Indonesia and other countries experiencing Covid-19 disruption.

When companies want to get big profits, they must be run with sufficient support from strategic HR management. The company's goals are resilient after being disturbed by various problems since COVID-19 hit the global economy. Hite & McDonald, (2020) advised one of the strategic efforts is HR managers' ability who can predict what HR needs are needed after a company is affected by a pandemic. The evidence of the above relevance was reviewed by Briscoe & Schuler, (2004). They said that international scale HR governance is initiated by the company's **efforts** to make policies, a climate of healthy practices, including predicting the company's needs towards international business. After a series of assessments and analyses of the company's needs and its employees, HR managers need to do many things related to the company's main goals and objectives, which are to be able to get profit and social value for consumers. The calculations or predictions that are usually reported by many studies include; demand for the number and quality of staff according to the position required in the aftermath of the impact of COVID-19 or other economic crises. Other predictions include, for example, the number of employee recruits and the skills desired now and in the future to restore the company to achieve its strategic goals. Other estimates include the need for company employees who are very supportive in the future after the pandemic ends and are ready to start business expansion.

Another job of the company's HR manager is to determine the infrastructure and facilities staff needs to carry out their duties. Voorhees et al., (2020) successfully examined how tough frontline medics' task is during and after the pandemic. This study succeeded in convincing that the workers most at risk were those on the front lines facing challenges and demands. The organization **had** to prioritize all their needs to easily and safely carry out precarious jobs. In this case, HR personnel needs to collaborate with other cooperative units to understand what tools are needed by employees to carry out their work optimally. For example, the technology tools and programs that can be used in conjunction with the technology information unit support to ascertain what tools will help a more flexible and safer workforce.

Wotschack, (2020) findings revive that companies have trained low-skilled staff because their role can enhance employment and corporate governance at the company and other sectoral levels. Other HR development strategies that companies can apply, for example, allow each employee to channel their personal ideas and ideas. Because in a company, employees also take part in developing the company or as the cogs of a company. So that the ideas and ideas of **every** employee also need to be heard and considered. Another example is giving awards to employees, which aims to motivate other employees to be better. This will later contribute to the company in developing the company organizing training programs for employees. There are several types of training and human resource development that can be done. Among them are skills training, retraining or retraining, cross-functional training, team training, and creativity training.

Fadhil et al., (2017) succeeded in researching ways and strategic models of increasing human resources in the Gayo coffee business agribusiness preparation for entering the ASEAN economy. Their findings are part of the company's technology and management innovation. Their recommendations

are very much following the HR development strategy, which has been done in the current era of globalization. HR development is an effort made to form qualified people with skills, work abilities, and job loyalty to a company or organization. It must be admitted that not a few companies reject prospective employees because they do not meet the qualifications in question. Also, many companies were built, but their human resources were not available or lacking. In this era of globalization, the competition will be tighter. However, if they want to train recruits, this is an important and promising asset.

Heri, (2019) study has turned of human resource development among the state apparatus in the modern era, and it defined the constantly changing Industrial Revolution what's more when viewed from the influence of the globalization era which provides the flow of technology and **information** as well as the mobility of human resources from one place to another. One of the HR development strategies that must be carried out is through continuous training. Because education and upgrades are critical in developing employ-ability because knowledge and skills will be obtained, one of which is through development based on knowledge and skills. Employees with low levels of education tend not to have the ability to work. The company also basically selects prospective employees based on their education level. If you look at Indonesia's own context, the poverty rate that occurs is still very high. One of the factors that cause it is the low level of public education. They do not have a job and increase the unemployment rate due to the industry's low absorption capacity due to the low quality of human resources ready to appear. Therefore, together with the government, companies must strive for the mandatory transfer of technology for each company to form quality human resources in the future. People with low education levels but who have skills will be developed through companies or Small and Medium Enterprises, which are currently practiced in Indonesia's remote areas.

Following the advice of various business experts, Cooke & Saini, (2010) for instance, studying and investigating strategic HR management ways to continue the business during and after the disruption of the COVID-19 pandemic and other crises is of the essence if businesses want to get up and be able to compete again. This is also given that the content and regulations anticipate the massive spread of virus, both in the new normal and normal, such as before the real pandemic, which has had a major impact on various aspects of life, especially the economy, both large and medium. It is a real fact that quite a lot of companies have felt the impact of this Corona pandemic so that they have to face a period of crisis for their companies so that they have to look at these conditions, the HR department must play a very vital and crucial role in the new normal and after the pandemic. Because HR management must align companies in protecting their assets so that they remain profitable and sustainable.

Therefore, the businessmen or companies must solve it in any strategic way possible. For example, with the action of something that allows the business to stay alive. So business people have to ask themselves. Will business disruption from the impact of disruption enable companies to survive with the global situation which is still a pandemic. What about the contents of COVID-19 at

the local level, are they still affected by a pandemic like this? Because if companies find it difficult to survive, then the solution strategy through changes in work patterns, **such** as work from home or remote working arrangements, then organizational restructuring and management of human resource costs will seem useless. If indeed the main challenge for HR practitioners here is how to help the company's business survive in terms of profitability and sustainability. Vinayan, et al. (2020) urged that it may require HR managers to be more agile, especially to prepare up-skill or even reskill to employees so that they can adjust to the rapidly changing business developments according to consumer demands. Cost efficiency is likely to support this survival, although it does not necessarily end with termination of employment.

Perhaps one of the HR management strategies in facing the new normal or post-new normal is that HR **governance** should be deeper into the cost structure, cash flow and various financial predictions to be able to provide the right insights so that the business continues to survive. Moreover, if the author looks at the time when the world is increasingly digitizing, the emergence of COVID-19 is not something that is not impossible to save, even though there are some companies who think that the issue of virus is forcing them to have massive digital transformation in various fields of work. Digital transformation is the right HR strategy to face the new normal. Although in the past, the activities of meeting with Kopdar aka offline became rare items and online activities became like unhulled rice in the harvest season. Finding of Pan & Zhang, (2020) who said the HR managers need to reflect on themselves whether internal processes fully support the digitization of HR management is so urgent. Starting from the top to managers, employee recruitment and virtual selection, payroll management, upgrade development, and performance monitoring are required to be more optimally executed and contribute to business decisions. So in this case HR leaders need to move quickly by setting up the system independently or working with vendors who are experienced in payroll management and others.

Another strategy that is very appropriate for HR department managers to think about is services and protection of the health & safety of employees so that they can stay more positively with the company. For example, COVID-19 is a virus that transmits quickly and can have fatal consequences for sufferers with certain health conditions, so the readiness of HR leaders and managers must proactively seek health and safety measures for employees and even for consumers even when they are at work they must be active. working on the sidelines of adapting to pandemic conditions. Ideally, the higher the frequency of interaction through care and responsibility between employees within the company or between employees and customers and other third parties, the greater the employees' sense of belonging to their employer, even though the risk of being exposed to the virus when they work is very **high**.

However, that is the ideal between each caring to occur so that the benefit of both parties is increasingly becoming evident, not just words without any reality. In other words, HR managers must place the safety and health of employees and consumers above business interests. Logically, HR managers

need to properly prepare workplace settings that meet the COVID-19 health protocol standards as well as real efforts from the company to staff and consumers. For example, by rearranging work functions that can be done remotely or even transferred to a third party is an example of the right actions to be pursued by HR leaders in every company. Normatively, the HR leadership can also provide support to provide reminders to employees to always pay attention to and follow the standard procedures of the COVID-19 protocol in work and personal activities outside the company so that companies do not think that staff is not part of special assets in achieving profitable and sustainable goals.

Another strategy to improve the quality of HR service management in competing business circles is the ability of HR managers to think systemically. The reason is that businesses must adapt to the present pandemic disruption and the post-pandemic future to be able to survive and achieve multi-profit goals. So businesses must adapt to the future of work, and the ability to move with speed and agility is a critical skill that HR can influence. The beauty is that the head of the HR department must have access to a breakthrough view, which is to see the entire process and offer a systemic, controlled, coordination, communication and collaboration point of **view** across units, functions and business groups outside the company so that leaders have a broad connection and perspective. in developing a competitive and synergistic company.

One of the strategies HR faces the normal post-pandemic is that HR managers can facilitate dialogue that helps ensure the right amount of innovation, organizational proportion, and re-prioritizes business objectives to adapt to changing customer and market demands in response to the crises created post-pandemic. Another way could be to cultivate a corporate climate instead of a family. because organizational culture is also an area of important contribution to HR. When HR regulates employees to work at home or in the office after a pandemic, the HR **unit** needs to consider the impact on employees with all work risks. Employees need an office culture with formality.

In other words, HR can conduct a culture assessment and try to close the gap between the current culture and the desired culture, as well as play an active role in helping to manage the various variables that affect culture. HR can help prioritize focus and how to maintain a culture of good value and value to all interests. Change is important, and HR is in the best place to catalyze transformation and motivate change that will strengthen the company's position in the business competition. Another strategy is leadership. One of the HR strategies to face the new normal and other post-COVID-19 is leadership in the company. Good leadership will **ensure** success for organizations in a time of a pandemic like this. HR managers have a key role in developing leaders, ensuring they act properly and responsibly. As a leading cadre of leaders in the organization, HR is responsible for creating leadership practices that maintain focus, create connectivity, and ensure continuity among leaders and their team members. Leaders need new and improved skills in managing teams remotely, motivating employees towards a vision amidst uncertainty,

providing calm and clarity, aligning work among team members and building corporate and social cohesiveness and solidarity.

DISCUSSION

The trend of companies managing Human Resources (HRM) is an interest that must be done to accelerate the work of a formal system that is sought to manage employees in a company associated with the main objective of those who manage HRM is to optimize the productivity of the overall performance of the company's operations with targets and objectives of effectiveness. Their employees towards the main business goals that benefit all parties and sustainability. This study is interesting because it aims to review ideas and input for companies on how they manage their human resources when they want to rise after being affected by various difficulties due to global pandemic shocks and disruptions. It seems that it will be useless for companies, especially HR units if they lose direction and strategies to develop their HR with strategic methods and approaches to work optimally in line with the company's goal of getting out of trouble. Related to this finding, Chew, (2004) did a similar study in preparing MNC specialists through multiple crises. His study was also a challenging lesson for the global HR management approach. (Nonaka & Teece, 2001; Horibe, 1999; Drucker, 2005).

Although efforts to empower human resources are costly and often seen as downsizing, it is often associated with company natural resource expenditures. Still, those who are qualified employees certainly end up making the company high profitability. Because they employ highly qualified staff. When managed strategically, employees and their employers are more prepared to contribute to the work than employees who are not empowered. This is very important so that distributing work assignments can bring results for company employers. At the same time, the company will increase employee morale, understand the work world's legal issues, and direct the company's goals to excellent service. So to make this goal easy to achieve, the scope of the HR unit is more than just processing learning and setting employee welfare **benefits**. Because if empowered with the right target, HR will be able to play a strategic role in developing company employees' performance by increasing employee understanding in all work units and providing a complete experience for employees at strategic posts. The findings of Haak-Saheem & Festing, (2020) have supported that the development of HR in many companies at the national and international levels of the importance of businessmen's perspective on improving and empowering employees' for-profit and business sustainability.

Likewise, if it is related to the competitive advantage of the company through human resource empowerment, the role of this management in the context of pursuing competitive advantage will be serious because efforts to improve the quality of employees can contribute to all staff in the company by sharing all roles and support for the company to progress easily so that it is easy in responding to every change and innovation in the business world. If asked what human resources the company must prepare to be competitive in presenting value to consumers and the environment, the choice is how well the company has resource-based resources. Often not all companies perceive that the existing company human resources are empowered in achieving the

company's competitive value from a combination of HR or company capital resources. The existence of human resources assets to gain competitive advantage has encouraged many entrepreneurs to be more appreciative. Price, (2004) confirmed that HR management in the context of modern business is so essential. (Douglas & Goodale, G, 1986; Decenzo D.A & Robbins, S.P, 1999; Mahmood & Alkahtan, 2018; Bamberger et al., 2014).

When associated with efforts to empower HR in companies, these findings have made business people aware that efforts to strengthen HR are critical if companies want to build easily from multicrisis and spread the Coronavirus. Companies should think that it is impossible to switch to online work again later because, with the limitations and large scale of the work, it is impossible to do it by less-skilled workers. Because the work of educated staff will be superior in achieving company goals, especially if the work is difficult for ordinary staff to do, especially in difficult circumstances when they have to rise from the pandemic crisis's mutual difficulties. Furthermore, if you look at HR professionals who work as-is and with the expectation of the welfare of ordinary status employees after the pandemic rehabilitation period, of course, HR must also be in a safe area from the pressure of work and provide superior performance to the company through workers who have suffered greatly during the pandemic hit by the company. For employees to continue working, HR managers strive to keep employees productive, dedicated, fully engaged, and reliable - all actors and factors must be moved towards company targets in the post-COVID-19 state.

CONCLUSION

We can conclude that the main objective of this study is to investigate strategic efforts that must be made by companies in managing their human resources so that company goals can be realized and quickly rise after being effected and affected by the pandemic that has hit human life for almost a year, especially a world economy. So through this review, we are trying to find supporting data that can answer the core problems of business studies, especially the empowerment of human resources towards a profitable and sustainable business that is strategic and innovative in the free economy era. Of the many publications we have reviewed and the author's observations on how companies and business people have revamped themselves by looking at their efforts to reorganize their company's human resources on the grounds of accelerated economic recovery after being affected by the pandemic crisis. The average published report clearly shows that HR managing for the good of its environmental collection has been reported by both business, government, and medium-sized enterprises. All have said their commitment to reorganizing HR with a strategic and productive approach. The average they prioritize is the determination of the main objectives of the company, reviewing the human resources that are owned, considering HR capabilities, estimating the HR needed by the company, ensuring sufficient infrastructure to complete tasks, determining the HR governance strategy, and evaluating the company's corrective actions.

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