Chapter 2
Employee–Friendly Human Resources Management Strategies in the New Age "Covid" Era

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ABSTRACT

In today's globalized world, with mandatory changes in the way businesses operate due to COVID-19, the criteria for organizations to be ahead of competitors within a globally competitive environment during pandemic has been—and continues to be—associated with their qualified human resources management strategies and the usage of these resources. The concept of "employee-friendly" human resources management has become clear in our lives in the rapidly changing environmental conditions as a result of COVID-19. In the new normal, the changing dimensions of human resources deeply affect employee motivation while the way of satisfying the employee needs of organizations that have developed with continuous changes are differentiating. Employees, who have been motivated well by their organizations and treated as one of the most important dynamics of the organizations, are keen to seize organizational commitment and adopt the organization vision. Therefore, organizations need to increase responsibilities to ensure employee satisfaction in the remote and flexible working system.

INTRODUCTION

It's not only a moral imperative to offer good benefits and economic security to employees – it's smart business. When companies have talented and diverse employees who feel secure at work and at home, both people and businesses perform at their best. – Business Roundtable, 2020

The New Coronavirus Disease (COVID-19), which affects the whole world, is a virus that was first identified as a result of research conducted in patients with respiratory symptoms (fever, cough, shortness of breath, etc.) in December 2019 in Wuhan, China (WHO, 2020). Today's world is experiencing a fully-fledged volatility, uncertainty, complexity and ambiguity (VUCA) environment, where the speed and scope of change cannot be determined, and planning and foresight becomes difficult with Covid-19. VUCA is an acronym which means volatility, uncertainty, complexity and ambiguity first used in 1987 and especially based on the leadership theories of Warren Bennis and Burt Nanus (İnal et al., 2021). In complex environments, decision makers make informed predictions about which forces will ultimately change the outcome of critical events, weighing the impact of competitors (Shaffer & Zalewski, 2011). Volatility refers to constant change and the turbulence caused by the speed of change (Michel, 2016). Ambiguity refers to the risk that situations and events may be misinterpreted. This often results in missed opportunities, as it increases suspicion and delays decision making. It requires leaders to consider events from multiple perspectives (Cooke, 2013). Uncertainty is the lack of predictability, the possibility of surprises, and the lack of specific information (Guterman & King, 2014). Ambiguous environments are places where major "dramatic" changes occur frequently. However, in these environments, it is extremely difficult to find the answer to the question of "what will happen in the future" and to prepare for the future, as the past is not always an accurate predictor of the future (Sullivan, 2012). Due to the restrictions and measures, all the countries of the world experienced a sudden change their normal life and entered an aberrant process. Although predictions are made about when the virus will lose its effect (invention of treatment such as vaccines, drugs, etc.), uncertainty continues in this regard. With the Covid-19 process, the world is passing through a period in which the speed and scope of change cannot be determined, planning and forecasting for the coming periods become difficult, economic turmoil is experienced and some businesses are shrinking. Along with the economic fluctuations brought about by uncertainties, there are also changes in living standards. In this process, digital transformation accelerates, changes are experienced in production processes, employee demands, and customer expectations change. All this rapid and uncertain process of change also increases the level of

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