


Chapter 1

The Efficacy of HRM Practices During COVID–19: Basis for Proposed New Strategies in Aid of New Employee Selection

Revenio Cabanilla Jalagat Jr.

 <https://orcid.org/0000-0002-8878-3825>
Al-Zahra College for Women, Oman

Perfecto Gatbonton Aquino Jr.

Duy Tan University, Vietnam

ABSTRACT

The lurid and shocking insurgence of COVID-19 has shaken the world in 2019, and it continues to cause uncertainties in all spheres of peoples' lives, businesses, and society. This uncertainty has created employee anxiety, fear of job loss, health threats, and impedes the organization's earning potentials and operational sustainability in the workplace. This chapter aims to investigate how recruitment practices effectively are utilized in selecting new hires amid COVID-19 disastrous situations. Document analysis was utilized to provide interpretations on the data gathered and proposed viable strategies and propositions on new normal-based employee selection patterns. Recommendations were proposed to integrate the findings and strategies into the human resource policies in addressing the challenges brought by the COVID-19 pandemic.

DOI: 10.4018/978-1-7998-8451-4.ch001

INTRODUCTION

The evolution of COVID-19 since December 2019 has shaken the world and in all spheres of lives. Businesses are shutting down, recurring lock-downs, fearful experiences, increasing increases of diseases, and the likes prevented people from living a normal life. Losing jobs by many has become a norm that people are fed up with countless pressures and stresses of how to continue the life facing threats of life survival. In the global setting, there were 400 million jobs lost in the second quarter of 2020 according to the International Labor Organization (ILO) and highlighting the 400% job losses in Africa in just the first three months (April-June 2020) since the start of the COVID-19 pandemic (Pandey, 2020). Consequently, the Asia-Pacific region has accounted for almost 59% of job losses for full-time wage earners thus, revealing the figures of 110 million from the total job losses of 235 million across the entire region. In terms of the changes in working hours due to the COVID pandemic, the ILO has recorded that in Southeast Asia the working hours have declined beginning March 2020 that has resulted in full-time job losses. Similarly, Latin America has experienced the highest reduction in working hours with a reduced rate of 20% and slightly higher than Southeast Asia having 18% in the second half of 2020.

Struggles have circulated the business industry especially the economic aspects and the increasing unfavorable business conditions, unprecedented job losses, salary cuts, loss of key personnel and skilled staff, and difficulty to hire new staff especially foreigners. None other than the United Nations disseminated warnings on the quick decline in the working hours implemented worldwide because of the stringent rulings on lockdowns to curb COVID-19 (UN News, 2021). Prevalent job losses were also experienced in Africa and India wherein an estimate of 45 million full-time jobs were accounted for across Africa as well as an increasing unemployment rate in India from 8.74 percent in March of 2020 to 23.52% in April of the same year. The ILO has maintained that COVID-19 has brought catastrophic consequences to the estimated two billion informal sector workers in the world (UN News, 2021). In other words, ILO has projected an increase in job gaps of 75 million in 2021 and if the crisis will not subside will continue to increase in the years to come.

Its implication to the business is alarming and threatening to take into account the small and medium enterprises. The difficulty to provide salaries on time to employees, the shorter working hours and shortfall of employment, underutilization of the workforce, and the increasing poor working conditions have been attributed to increasing unemployment scenarios (ILO, 2021). In Oman for example, emerging issues have arisen dealing with travel bans, shutdowns of schools, cinemas, shops, workforce operation reduction, enforcement of work-from-home system, salary and

19 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/the-efficacy-of-hrm-practices-during-covid-19/297400

Related Content

HRM in the Tourism Industry: Inferences From Research

Maria Carolina Martins-Rodrigues, Luciana Aparecida Barbieri da Rosa, Maria José Sousa, Larissa Cristina Barberiand Tais Pentiado Godoy (2022). *Research Anthology on Human Resource Practices for the Modern Workforce* (pp. 1944-1964).

www.irma-international.org/chapter/hrm-in-the-tourism-industry/295435

Setting Sail in High Seas Amidst Troubled Waters: Transformational Saga of an Indian Defence Shipyard

Jhilmil Das (2021). *Cases on Critical Practices for Modern and Future Human Resources Management* (pp. 42-68).

www.irma-international.org/chapter/setting-sail-in-high-seas-amidst-troubled-waters/271884

Workforce Diversity to Foster an Innovation

Rahul Baburao Waghmare (2021). *Critical Issues on Changing Dynamics in Employee Relations and Workforce Diversity* (pp. 109-120).

www.irma-international.org/chapter/workforce-diversity-to-foster-an-innovation/269356

Human Resource Management Practices and Organizational Performance in the New Normal: A Relational Analysis

Tansif Ur Rehmanand Rehmat Khatoon (2022). *Navigating the New Normal of Business With Enhanced Human Resource Management Strategies* (pp. 212-233).

www.irma-international.org/chapter/human-resource-management-practices-and-organizational-performance-in-the-new-normal/297409

Human Resources Accounting Disclosure Practices (HRADP): A Review

Amit Kumar Aroraand Ankit Panchal (2022). *Research Anthology on Human Resource Practices for the Modern Workforce* (pp. 2053-2067).

www.irma-international.org/chapter/human-resources-accounting-disclosure-practices-hradp/295439