

Role Changes for Human Resource Managers in the wake of COVID-19

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Abstract: *This study focuses on the impact of the COVID-19 Pandemic on the changing responsibilities of human resource managers. Because of the introduction of COVID-19, the role of HR Managers in planning and carrying out their tasks in the organization has become a tremendous challenge. This research work aims to provide the fundamental roles of human resource managers during this period of transition; the research work also provides an in-depth discussion on COVID-19, other pandemics, and their modules as announced by the World Health Organization (WHO) and the Nigeria Centre for Disease Control (NCDC). The findings indicated that the COVID-19 pandemic is a worldwide issue, and HR Managers must use management tools such as remote working to increase communication and raise output. This, if followed correctly, will assist to minimize the spread of the virus in our nation and enhance the function of human resource managers.*

Keyword: Role Changes, HRM, COVID19, Human Resource Manager

INTRODUCTION

The world has been referred to as a global village over the years, owing to the fact that brain-tasking transactions may now be completed at the touch of a button from the most remote areas. Importing and exporting goods and services are no longer privileged activities. However, as fascinating as globalization has made our lives, there is a significant drawback to this trend: the importation and exporting of lethal and highly contagious illnesses across international borders.

The Corona Virus of 2019 (COVID-19), amongst many other global trade successes, sold an influenza from China to the rest of the world, causing a pandemic that brought the world to a halt. This pandemic has disturbed the very competence of Human Resource Management (HRM) and challenged the role and responsibilities of HR managers to come up with new strategies that will help maintain or attain a state of corporate sustainability both in the private and public sectors. Before we delve in the details of these challenges let us first understand what a pandemic really is.

A pandemic has been defined by Dictionary.com (2020) as an outbreak of a disease prevalent throughout an entire country, continent, or the world. There is a difference between a pandemic and an epidemic; an epidemic is a disease affecting or tending to affect a disproportionately large number of individuals within a population, community, or region at the same time (Merriam-webster, 2020). Furthermore, (Kelly, 2011) stated that a pandemic influenza does not refer to the classic epidemiological of a pandemic. Doshi (2011) defined a pandemic as “an epidemic occurring worldwide, or over a very wide area, crossing international boundaries and usually affecting a large number of people”. In addition, according to (Last, JM, 2001) this classical definition includes nothing about population immunity, virology or disease severity. By this definition, pandemics can be said to occur annually in each of the temperate southern and northern hemispheres, given that seasonal epidemics cross international boundaries and affect a large number of people. However, seasonal epidemics are not considered pandemics (Kelly, 2011).

Plagues and epidemics have ravaged humanity throughout its existence, often changing the course of history, at times signalling the end of entire civilizations (Owen Jarus, 2020). Table 1 below shows 20 of the worst epidemics and pandemics, dating from prehistoric to modern times.

Table 1. History of Pandemics

S/N	ERA	DETAILS
1.	Prehistoric epidemic: Circa 3000 B.C.	A ancient town in China was wiped out by an illness some 5,000 years ago. The deceased's remains were put into a home that was subsequently burnt down. The remains of children, young adults, and middle-aged persons were discovered within the residence, indicating that no age group was spared (Jarus, 2015)
2.	Plague of Athens: 430 B.C.	An epidemic decimated the population of Athens around 430 B.C., not long after a conflict between Athens and Sparta began, and lasted for five years. According to some estimations, the death toll might be as high as 100,000 people.

3.	Antonine Plague: A.D. 165-180	When troops returned from campaigning to the Roman Empire, they brought back more than just the prizes of victory. The Antonine Plague, which may have been smallpox, decimated the Roman army and killed around 5 million people.
4.	Plague of Cyprian: A.D. 250-271	The Plague of Cyprian, named after St. Cyprian, a bishop of Carthage (a city in Tunisia) who regarded the pandemic as heralding the end of the world, is believed to have killed 5,000 people each day in Rome alone (Owen Jarus , 2014).
5.	Plague of Justinian: A.D. 541-542	The bubonic plague devastated the Byzantine Empire, ushering in its collapse. Following then, the pandemic reoccurred on a regular basis. According to some estimations, up to 10% of the world's population died.
6.	The Black Death: 1346-1353	The Black Death spread from Asia to Europe, wreaking havoc in its wake. According to some estimations, it wiped away more than half of Europe's population. It was caused by an extinct strain of the bacterium <i>Yersinia pestis</i> , which was carried by fleas on diseased rats (Winston Black, 2019).
7.	Cocoliztli epidemic: 1545-1548	The cocoliztli illness was a kind of viral hemorrhagic fever that killed 15 million people in Mexico and Central America. The illness proved to be completely disastrous among a people already debilitated by intense drought. The Aztec term for "pest" is "cocoliztli." (Laura Geggel, 2018)
8.	American Plagues: 16th century	The American Plagues are a collection of Eurasian illnesses that European travelers introduced to the Americas. These diseases, especially smallpox, aided in the demise of the Inca and Aztec empires. According to some estimations, 90 percent of the indigenous people in the Western Hemisphere was wiped off.
9.	Great Plague of London: 1665-1666	The last major epidemic of the Black Death in Great Britain resulted in a large flight from London, headed by King Charles II. The disease began in April 1665 and spread quickly throughout the hot summer months. Fleas from plague-infected rats were a major source of transmission. By the time the plague was over, around 100,000 people had perished, including 15% of London's population.
10.	Great Plague of Marseille: 1720-1723	According to historical accounts, the Great Plague of Marseille began when a ship dubbed the Grand-Saint-Antoine landed at Marseille, France, with a load of commodities from the eastern Mediterranean. Despite the quarantine, plague entered the city, most likely by fleas on plague-infected rats.
11.	Russian plague: 1770-1772	The anxiety of confined civilians in plague-ravaged Moscow exploded into violence. Riots erupted across the city, culminating in the assassination of Archbishop Ambrosius, who was inciting people not to congregate for church.
12.	Philadelphia yellow fever epidemic: 1793	When yellow fever swept across Philadelphia, the United States' capital at the time, officials mistook slaves for immune. As a result, abolitionists advocated for the recruitment of persons of African descent to care for the ill. Mosquitoes carry and transmit the illness, and their population boomed during that year's especially hot and humid summer weather in Philadelphia. It wasn't until winter arrived, and the mosquitoes perished, that the plague came to an end. More than 5,000 individuals had perished at that point.
13.	Flu pandemic: 1889-1890	New transportation linkages make it simpler for influenza viruses to wreak havoc in the modern industrial period. In just a few months, the sickness had spread over the world, killing one million people. The outbreak reached peak mortality in just five weeks. The first cases were discovered in Russia. Despite the lack of air travel at the time, the virus spread fast throughout St. Petersburg before quickly spreading throughout Europe and the rest of the world.
14.	American polio epidemic: 1916	In the United States, a polio outbreak that began in New York City resulted in 27,000 cases and 6,000 fatalities. The illness mostly affects youngsters, and survivors are occasionally left with lasting disability.
15.	Spanish Flu: 1918-1920	The Spanish Flu killed an estimated 500 million individuals from the South Seas to the North Pole. One-fifth of those people died, and several indigenous populations were driven to extinction (Live Science , 2020).
16.	Asian Flu: 1957-1958	The Asian Flu pandemic was yet another global outbreak of influenza. The sickness, which had its origins in China, took the lives of over a million people. The pandemic virus was a concoction of avian flu viruses.

17.	AIDS pandemic and epidemic: 1981-present day	Since its discovery, AIDS has taken the lives of an estimated 35 million people. HIV, the virus that causes AIDS, most likely evolved from a chimp virus that spread to humans in West Africa in the 1920s. The virus spread around the world, and by the late twentieth century, AIDS had become a pandemic. Sub-Saharan Africa now accounts for approximately 64% of the estimated 40 million people living with human immunodeficiency virus (HIV) (Maureen Salamon, 2019).
18.	H1N1 Swine Flu pandemic: 2009-2010	The 2009 swine flu pandemic was caused by a novel H1N1 strain that emerged in Mexico in the spring of 2009 before spreading around the world. In a single year, the virus infected up to 1.4 billion individuals worldwide and killed between 151,700 and 575,400 people, (Centre for Disease Control, 2019).
19.	West African Ebola epidemic: 2014-2016	Between 2014 and 2016, Ebola devastated West Africa, with 28,600 recorded cases and 11,325 fatalities. The disease was initially identified in Guinea in December 2013, and it soon spread to Liberia and Sierra Leone.
20.	Zika Virus epidemic: 2015-present day	The long-term consequences of the recent Zika outbreak in South and Central America will not be understood for several years. Meanwhile, scientists are racing against the clock to put the virus under control. The Zika virus is mostly transmitted by mosquitos of the Aedes genus, but it may also be transferred sexually in humans.

Source: Compiled by Author

The corona virus was first identified in China in December 2019 as a respiratory illness and codenamed COVID-19 by the World Health Organization on the 11th of February 2020, at the time of its outbreak it did not seem like much of a threat as China is millions or miles away from several other countries of the world so for most nations and businesses little or no preparations or preventive measure were taken (Amanawa, 2020). Scientists investigating corona viruses cautioned in 2007 that the presence of a significant reservoir of SARS-CoV-like viruses in horseshoe bats was a ticking time bomb and that the likelihood of SARS and other new viruses resurfacing should not be dismissed (Cheng, Lau, Woo, & Yuen, 2007). COVID-19 has now emerged as the biggest respiratory illness pandemic since 1918's "Spanish" influenza pandemic, which killed an estimated 50 million people (Taubenberger, 2019).

The Nigeria Centre for Disease Control (NCDC) is the country's primary public health institute, tasked with leading the country's preparedness, detection, and response to infectious disease epidemics and public health crises. The first formal step toward establishing the NCDC occurred in 2011, when the Epidemiology Division, the Avian Influenza Project and its laboratories, and the Nigeria Field Epidemiology and Laboratory Training Programme (NFELTP) were relocated to create the agency's core. The Bill for an Act to establish NCDC was signed into law in November 2018, by President Muhammadu Buhari (NCDC, 2020).

According to the COVID-19 OUTBREAK IN NIGERIA Situation Report S/N: 001 by (NCDC, 2020), dated 29th of February 2020; following the confirmation of the first case of COVID-19 in Nigeria, a report will be produced on a daily basis as Nigeria responds to the outbreak. It was published in the maiden edition of the report that:

- i. One case of COVID-19 was confirmed in Nigeria on 27th February 2020.
- ii. At 9.30 a.m. on February 28, 2020, the Honourable Minister of Health declared that a multi-sectoral national emergency operations centre (EOC) is activated at level 3, the highest degree of response in the country for public health emergencies. NCDC is in charge of this.
- iii. The verified patient was being treated at the Infectious Disease Hospital's COVID-19 treatment unit (IDH), Yaba, in Lagos State.
- iv. NCDC deployed two Rapid Response Teams to Lagos and Ogun States respectively on 28th February.
- v. Lagos and Ogun State EOCs are leading contact tracing and other response activities in respective states.
- vi. Global situation: As of February 29, 2020, there were 85,403 confirmed cases (95.5 percent of which were in China); 2,924 deaths; 49 nations impacted; three African countries affected: Egypt, Algeria, and Nigeria.

The epidemiological summary on 27th February, In Lagos State, a 44-year-old Italian citizen was diagnosed with COVID-19. The case was the first to be recorded in Nigeria since China announced the first verified case in January 2020. The case landed at Murtala Muhammed International Airport in Lagos around 10 p.m. on February 24, 2020, on a Turkish Airlines flight from Milan, Italy. On February 25th, he travelled to his company's headquarters in Ogun State. On February 26th, he came to the staff clinic in Ogun, and the managing physician had a high index of suspicion. He was referred to IDH Lagos and COVID-19 was confirmed on 27th February (NCDC, 2020).

The Federal Government of Nigeria through the NCDC came up with the following health conditions to mitigate the spread of the dreaded virus within the citizens. The conditions are the following:-

- i. Regularly and thoroughly wash your hands with soap and water, and use alcohol-based hand sanitizer.
- ii. Maintain at least 1 & half metres (5 feet) distance between yourself and anyone who is coughing or sneezing.
- iii. Persons with persistent cough or sneezing should stay home or keep a social distance, but not mix in crowd.
- iv. Make sure you and people around you follow good respiratory hygiene, meaning cover your mouth and nose with a tissue or into your sleeve at the bent elbow or tissue when you cough or sneeze. Then dispose of the used tissue immediately.
- v. Stay home if you feel unwell with symptoms like fever, cough and difficulty in breathing. Please call NCDC toll free number that is available day and night, for guidance- 0800-970000-10. Do not engage in self-medication
- vi. Stay up to date on the newest COVID-19 developments by tuning in to official channels on TV and radio, such as the State Ministry of Health, the NCDC, and the Federal Ministry of Health. In addition to these personal health issues, the government has cautioned residents not to abuse social media and promote disinformation that generates fear and panic. It stated that the Federal Ministry of Health, through its agency NCDC, would continue to give information and take all necessary steps to prevent the spread of any outbreaks in Nigeria.

Human Resource Managers plan, direct, and coordinate an organization's administrative tasks. They manage the recruiting and employment of new employees, assist with top executives on strategic planning, and act as a liaison between an organization's many departments.

It is true that without humans, all resources are worthless. Employees, often known as human resources, are the most crucial resource in every firm. Even if all of an organization's needed variables are available, the organization's goal cannot be met unless sufficient human resources are accessible. There are numerous people in any country, yet they are not all employed as resources. They will be considered as resources when their talents, abilities, knowledge, credentials, and so on are enhanced and applied in a productive area with economic worth.

One of the most crucial duties of a corporation is good human resource management. Human resource management is the use of people to achieve corporate goals. The word "human resource management" refers to the philosophy, rules, procedures, and practices associated with the management of people within an organization. It refers to the policies and methods involved in carrying out the human resource components of a management role, such as recruiting, choosing, placing, training, rewarding, and assessing. Managers at all levels must be concerned with human resource management because they accomplish things via the efforts of others, which necessitates good human resource management. Human resource planning, recruiting, selection, training, remuneration, performance management, safety, wellness benefits, employee motivation, communication, administration, and other personnel-related concerns are handled by this department.

PURPOSE OF THE STUDY

This study attempts to achieve two primary goals, which we have labelled as the general goal and the particular goal, all of which are focused on the changing responsibilities of Human Resource Management in the face of the current worldwide pandemic known as Corona virus, also known as Covid-19. The primary purpose of this study is to determine the impact of the COVID-19 on the efficacy of human resource management positions in assisting firms in achieving their corporate goals in accordance with their chosen mission and vision. Among the specific purposes are the following:

- Recognize the reasons for changes in employee mindset and expectations.
- To investigate how we can manage the changes in our environment.
- To understand the impact of the pandemic on wages and benefits for employees and stakeholders.
- To become acquainted with the approaches to dealing with the corporate environment during this COVID-19 era.

IMPLICATIONS OF STUDY

This study aims to demonstrate how human resource managers are managing their organizations in the context of the epidemic. Many Human Resource Managers have never seen anything like this in their careers, thus their ability to manage the organization to achieve its goals and objectives are being tested to the limit. Simply because human resource management is such an important aspect of today's enterprises, and the success or failure of the organization is heavily reliant on the Human Resource Department (HRD), human resource managers cannot overlook its functions.

Another implication of this study is on acquisition; the technical side of the change is undoubtedly complex; the study will help us understand the financial implications by human resources managers as they integrate business systems and make decisions about the new organizational structure, which is critical to the HR function.

Human resource management is concerned with the development of pay systems, the recognition of employee contributions, the provision of benefits to employees, and so on. These issues are becoming increasingly important in many organizations, particularly medium-sized organizations, and employees are acutely aware of them.

Stakeholders of different organizations are worried in this pandemic period whether there will be any return in their investment because of the long lock down.

LIMITATIONS OF THE STUDY

There were certain constraints in preparing this research. The most notable drawback is the scarcity of original data and a thorough examination of the literature. Another issue is the lack of a pilot evaluation of a given company, which has unique issues because most organizations are facing this degree of pandemic for the first time. Some sensitive things, such as remuneration or promotion, and other criteria, have not been effected because most organizations are unable to function during this period of worldwide pandemic. Again, various firms will have unique human resource management difficulties, and the consequences will not be the same in all respects.

ROLES & RESPONSIBILITIES OF HR MANAGERS

Human Resource Managers' Responsibilities In the midst of this worldwide epidemic, roles are shifting on a daily basis. To deal with the dynamic situation, human resource management must play a strategic role in order to sustain and accomplish corporate goals. Employees may contribute effectively and productively to the overall corporate direction and the achievement of the organization's goals and objectives when Human Resource Management is successful. The main task is to help the company improve its effectiveness and efficiency while remaining ethical and socially responsible. Other obstacles originate from the environment in which firms operate, such as changing worker, competitor, and government expectations, to name a few.

Within the organization, managers and other departments compete with the Human Resource Department for a big percentage of the business's resources. With this worldwide epidemic, the function of the human resource manager in these areas is likely to evolve.

Traditional ways are being superseded by new-age ones as technology advances. Globalization is on the increase, and businesses are expanding all over the world, and are no longer constrained by territorial boundaries. Economies are always rising and declining and developing. Stringent rules and regulations have added to the turbulence, leaving a perpetual hole waiting to be filled by effective policies that meet all legal criteria while not jeopardizing the organization's future. In the midst of all of this, there is a crucial but underappreciated role - the human resource function. In this COVID-19 pandemic, the position of human resource managers is continuously evolving as they strive to integrate a company's operations and strategy across a diverse range of goods, services, ideas, and cultures. HR managers, who were once confined to handling basic data work and routine record keeping amongst employees, are now exposed to a long lock down and shutdown of workforce complexities, legal obligations, and strategic management of the organizational goals (Khan & Taher, 2011). With this background, let us examine the conventional HR functions and the traditional role of HR managers, the effect of COVID-19 pandemic on the role changes of the HR manager (Azmi, 2019).

Recruitment

According to (Namrata Ghodke, 2019) this is one function domiciled with Human Resource Department (HRD), recruitment has been one of the major responsibilities of the HR team. It is the responsibility of human resources people to plan and develop strategic campaigns and guidelines for recruiting qualified applicants for a certain job description. They must also function as a liaison between the business and the candidate, communicating corporate rules and contract conditions to the candidate before recruitment. This is the first pillar of human resource management that any HR manager should begin with. It is most likely one of the most crucial components of any HR professional's work. The recruitment function comprises 2 main objectives:

- **Attract Talent**

Attracting talent begins with determining the organization's manpower needs. assessing the organization's human resource needs and developing a plan of action to meet those needs through the placement of "skilled professionals" The next step is to develop a "employer brand" that reflects the organization's positive reputation and creates an appealing impression in the minds of potential applicants.

Employer branding has grown increasingly significant as a result of new-age media and increased knowledge of employee rights. Putting one's best foot forward is no longer enough; it must be accompanied with honest acts in favor of the workforce. Finally, the HR manager must develop precise recruiting plans in order to carry out the hiring process.

- **Hire Resources**

This is where the recruitment strategies are implemented. In today's world, there is a lot of rivalry for the attention of the top talent on the market. The HR manager must use all available engines to search the market for that one ideal diamond.

This part of the job entails things like locating relevant locations to look in, reaching out to as many potential candidates as possible through mass communication channels, aggregating all responses, filtering out irrelevant applications, judging suitable incumbents, and coordinating internally to get them interviewed. Once the finalists are chosen, the HR manager takes on the role of a 'negotiator,' acting as a go-between for the firm and the applicant in order to establish a win-win situation.

Training

Not everything is finished once you've found a good applicant for the position. Many organizations carry out duties in somewhat different ways. Employee training is essential to assisting new personnel in becoming acquainted with the organization's work

routine. It is imperative for the HR department to incorporate a training program for every new employee based on the skill set required for their job. It will further also contribute to employee motivation and retention (Chauhan, 2019).

For the training to be effective, every new employee should be put to on-the-job training for the first few days to bring him in sync with the organization's work requirements. This training will not only benefit the employee but will also provide the HR staff with information on the individual's job. On completion of the training, HR plays a significant role in assessing the results of the training program and grading employees on the same (Khan & Taher, 2011).

Professional Development

Reaching consensus on the meaning of professional development is needed to integrate professional development across various sectors (Buysse, Winton, & Rous, 2009). Developing your staff professionally, which is closely tied to training, is a benefit to both the individual and the firm. Enrolling the employee in conferences, trade exhibitions, seminars, and other events that may be of personal interest to him will make him feel cared for and a crucial part of the firm, so enhancing employee engagement. It will benefit the organization because of the employee's expanded skill set.

It is the HR manager's responsibility to learn about the employee's hobbies and areas of interest and to search for ways to assist them expand on those activities. For example, if an employee wishes to learn a marketing approach, HR might enrol him in seminars and conferences on the subject. However, this should not be a self-serving effort that just helps the company.

Appraisals

Performance appraisal has widened as a concept and as a set of practices. Performance management has become part of a more strategic approach to integrating HR activities and business policies (Fletcher, 2001). Because organizations are primarily goal-oriented, there is a continuing need for appraisals, Dweck & Leggett (1988) have described two general groups of underlying goals that individuals pursue in achievement situations; one is usually referred to as Learning Goal Orientation (LGO) and the other as Performance Goal Orientation (PGO). The former is concerned with an orientation toward gaining competence by learning new skills and conquering new challenges and tasks, whereas the latter is concerned with an orientation toward demonstrating and proving one's competence by seeking favorable evaluations and avoiding criticism (Fletcher, 2001).

Since HRM is a body meant for the employees, carrying out timely performance appraisals is a given. Performance appraisals help in employee motivation by encouraging them to work to their fullest potential. It also enables to give them feedback on their work and suggest necessary measures for the same. This helps employees to have a clear view of what is expected of them and what they are delivering. They can thus, work well towards improving their performance and achieving targets (Chauhan, 2019).

The responsibility of HR (particularly the HR manager) in this would be to establish a policy of producing timely assessment reports and having the authorities examine them. The HR personnel should contact with employees individually and provide clear comments or suggestions on their performance. A method for rewarding employees who perform in their jobs would aid in employee motivation, resulting in increased productivity and employee engagement.

Maintaining Work Culture

According to the Society for Human Resource Management (SHRM) a successful organization must have a culture that is founded on a set of firmly held and broadly accepted ideas that are backed by strategy and structure. Three things happen when a company has a strong culture: Employees understand how top management expects them to respond to every scenario, they feel that the anticipated answer is the correct one, and they understand that they will be rewarded for showing the organization's values. Furthermore, HR plays an important role in sustaining a strong culture, beginning with recruiting and choosing individuals who share the organization's principles and flourish in that culture. HR also creates orientation, training, and performance management programs to establish and reinforce the organization's basic principles, as well as to guarantee that suitable awards and recognition are given to workers who actually represent the ideals.

It is the responsibility of human resources to maintain a healthy, safe, and enjoyable work environment in order to assure employee comfort and to avoid any stressful or unpleasant atmosphere that may impair staff performance. It is critical to have an efficient work environment since an individual's performance is heavily influenced by the environment in which he works.

It would be ideal to have an open-door policy to some level, where workers may openly communicate and share their thoughts in order for them to be considered. The HR department's role is to be a welcoming and open body. HR may establish rapport with workers by interacting with them and treating them all equally. This contributes significantly to increased employee engagement and work satisfaction.

A major point repeatedly touched upon in the interviews was cultural change. This takes place mainly in two sub-categories. On the one hand, the crisis is creating a strong sense of solidarity among employees and suppliers, and on the other hand, there is strong pressure to digitize (Kraus, Clauß, Breier, & Gast, 2020)

Resolving Conflicts

Where different people have different views, conflicts are almost inevitable. Whether the dispute is amongst two or more employees or between the employee and the management, an HR manager has the right to intervene and help map out a solution (SumHR, 2017).

The HR department should be available to the disputing parties and listen to their concerns without passing judgment. Prior research is required before making any decisions. In this situation, the HR director is not expected to discriminate or play favorites, but rather to make an unbiased and realistic choice. For successful dispute resolution by the HRM, a refund in the event of any loss and strict actions against the defaulter should be carried out.

Employee Relations

Human resources is so named because its primary role is to deal with the organization's human resources, which necessitates excellent interpersonal skills. An HR manager who stays in the office all day will not be adept at connecting with employees and will thus fail to serve the objective of being an HR leader. Employees should feel comfortable approaching you with their difficulties as an HR professional, and it is critical that the HR staff maintains a positive public image inside the firm.

The HR department must be proactive and familiar with its personnel. The job of an HR professional is not entirely desk-based. The HR director's goal is to instil trust and confidence in workers rather than to project a "don't mess with me" attitude. He should be regarded as an HR specialist as well as an employee champion.

Rewards and Incentives

Rewarding employees based on a single metric does not promote organizational performance. There's little question that we need to reform incentive schemes since they don't stimulate originality or innovation, and linking incentives to successes or figures doesn't boost overall performance. But we still want to reward and inspire our workers. While intrinsic motivated behavior is that which is elicited from inside a person, extrinsic motivational behavior is that which is elicited from without. In other words, the individual is rewarding himself/herself. Extrinsic motivation refers to behavior that is motivated by external benefits (provided by others), such as money, grades, and praise (Management 3.0, 2020).

A Rewards & Incentives (R&I) model is focused on understanding the difference between intrinsic and extrinsic motivation and it looks at how we can exploit the former, this models teaches us how to relate people's work and roles to purpose, mastery and freedom. In affirmation of the Management 3.0 Plus Model of Rewards and Incentive, the following six rule for reward has been recommended:

- ***Don't promise rewards in advance.***
Give rewards at unexpected times so that people don't change their intentions and focus on the reward.
- ***Keep anticipated rewards small.***
You cannot always prevent people from anticipating rewards. But this may be harmless when the rewards are small.
- ***Reward continuously, not just once.***
Every day can be a day to celebrate something. Every day is an opportunity for a reward.
- ***Reward publicly, not privately.***
Everyone should know what work is appreciated and why. A regular public reminder works better than a private one.
- ***Reward behaviours, not only outcomes.***
Outcomes can often be achieved through shortcuts while behaviour is about hard work and effort.
- ***Reward peers, not only subordinates.***
Peers often know better than managers which of their colleagues deserve a compliment.

Rewarding employees for a job well done instills motivation while also instilling a desire to succeed at duties in the prospect of receiving rewards. It acts as a lure for instilling a healthy competitive climate among employees in order to achieve goals and fulfill deadlines. A reward does not necessarily have to be monetary. It might just be a word of thanks in front of all coworkers for a mundane duty completed completely honestly.

However, as a result of globalization and changing trends, compensations like as vacation packages, salary incentives, bonuses, and promotions are taking a back seat. If you want to reward your staff efficiently as an HR manager, it's time to implement innovative methods of providing perks like as flexible work hours, paternity leave, longer vacations, telecommuting, and so on. These non-traditional awards will be beneficial not just in engaging your current employees, but also in attracting fresh talent to your firm.

Legal Knowledge

This may appear to be the least spectacular of all, yet it is a crucial element of HRM. A human resources manager must always follow the law. It is the HR department's responsibility to develop guidelines while keeping the laws in mind, whether it is drafting new policies or setting contract conditions. This ensures an organization's long-term growth and survival. While drafting rules, HR should always guarantee that they have the legal upper hand and that the organization's actions are in accordance with labour laws, tax regulations, allowed working hours, minimum pay, and a no-discrimination policy.

Organization

An HR head is responsible for organizing all functions of the organization. To start with, it includes employee on-boarding, i.e. welcoming new employees. It is a must for every HR head to carry out induction for every new hire and give them an orientation regarding the company policies and rules (Thaker, 2019).

HR should also introduce new employees to their co-workers and provide them a mentor. It also entails outlining employment expectations and clarifying duties and responsibilities, which help new workers, become acquainted with how the firm operates. HR personnel are also in charge of efficiently organizing and maintaining all employee data while keeping it safe.

Management

An HR manager's most crucial role is management. It is what distinguishes a competent human resource manager. Management includes everything from managing workers to managing employers and the entire HR department.

An HR manager's responsibility is to manage, establish, execute, and monitor policies/regulations that are necessary for all employees, as well as to understand how they work. Monitoring attendance and monitoring leaves is a significant part of the HR management role. To eliminate late arrivals and track overtimes and half-days, the clock-in/out time should be properly managed. As previously said, the HR department should be effectively handled by the HR chief. If the HR department is in disarray, it cannot function as a mediator for the other departments.

Payroll Management

Once all of the attendance monitoring, clock in/outs,, leave tracking and so on have been recorded and monitored, the most crucial aspect—calculating the payroll—has been completed. HR managers' responsibility in payroll administration entails efficient salary calculation, wage cutbacks, reimbursements, and pay slip creation.

The HR manager should maintain transparency and provide the employees with information as and when asked. The HR should ensure not only accurate calculations of salaries but also timely transfer of the same. They also have an obligation towards exiting employees in settlement of dues and compensations (Rahman, Hasan, & Islam, 2011)

THE ROLE CHANGES FOR THE HUMAN RESOURCE MANAGER

In the context of COVID-19, the multiple responsibilities of HRM listed above are beginning to undergo a paradigm shift. Prior to the epidemic, applicants were recruited and interviewed in person, but during the pandemic, all recruiting and interviews are conducted online.

The position of the HR Manager is evolving and will change much more in the near future as we implement effective HR technologies, such as training, payroll systems, and regulatory compliance updates. Staff are permitted to work from home, and any group congregating in large numbers must adhere to a 1.5 metre distance in order to comply with the requisite number of permissible assemblies.

Regular hand washing during and after office hours, as well as outside your dwelling, is required to halt the spread of COVID-19 and necessitates additional planning on the part of the human resources manager.

The impact of this epidemic on the HR manager's work is significant, since they are unable to plan, lead, or coordinate the organization's administrative tasks. Wherever they go, they might not obtain the full enjoyment of the pre-COVID-19 era. The functions of recruiting, employing new employees, and conferring with senior executives on strategic planning will limit the organization's ability to achieve its goals and objectives. The HR service as a link between an organization's management and its employees shall be minimized to the greatest extent possible. All of these influences on the function of the HR manager may result in changes to policies and practices.

EMPIRICAL REVIEW

On December 31, 2019, the Chinese health authorities notified the World Health Organization (WHO) of many cases of pneumonia of unknown cause in Wuchan city, and on December 8, 2020, several patients worked or resided near the local Huanan seafood, indicating the pandemic's early stages (Walker et. al., 2020).

On January 7, 2020, a novel coronavirus shortened as COVID-19 was detected from a patient's throat swab sample; by January 30, 2020, this pathogen had been called the coronavirus group. There were 7736 verified cases in China, 12,167 probable cases, and 82 fatalities; 18 other nations have also encountered it. According to (National Health Commission of the Peoples Republic of China, 2020), the fatality rate for the SARS COVID 2 epidemic was as high as 2.1 percent by February, while the other side country had a rate of 0.2 percent. The transition of the virus at Huanan seafood wholesale market is unclear, but many initial cases were linked to this, many link it as transmitted from animal to man. However, a genomic study has provided evidence that the virus was introduced from another yet unknown locations into the market where it spread rapidly human to human. Whether or not there is asymptomatic transmission of disease as published on January 30, 2020 (Dong et al., 2020).

Table 2. Comparative Overview of Historical Diseases and Death Toll

Era	Epidemic	Death Toll
14 th Century	Bubonic Plague	25 Million
1918-1929	Spanish Flu	50 million or more
1981 – ongoing	AIDS	> 25 million
2002-2004	SARS	774
2009	Avian Flu	151,000-575,000
2014-2016	Ebola	>11,000
2022	Corona/COVID-19	418,650,474 confirmed cases and 5,856,224 deaths globally as of Feb. 18 th 2022

Source: Compiled by Author.

Table 3. Comparative Overview of Compliance to COVID-19 Protocols

Protocols	Nigeria	Italy	Germany	Austria	Switzerland	USA
Case Isolation	5	5	5	5	5	5
Voluntary Quarantine	3	5	5	5	5	5
Social Distancing of risk groups	3	5	5	5	5	5
General social distancing	4	5	5	5	5	5
Lockdown of schools and University	5	5	5	5	5	5
Closed Borders	3	5	5	5	5	5
Face masks in closed rooms and public transport	4	5	1	5	1	5

Source: Compiled by Author (5= Most Compliant, 1= least Compliant).

Johnny C. Taylor J. (SHRM's) president and CEO said at a briefing, that the world is handling the infectious diseases in different ways and doing everything possible to make their workers reduce contacts with people as much as possible, to slow the spread of the virus so that the Health system of their staff, customers, will not be jeopardize. There is some epidemiological evidence that a person could be infectious before onset of symptoms so HR managers are mindful by saying sit at home.

The cost of natural and man-made disasters, as well as pandemics, can be enormous; this cost is usually spread beyond the government to corporate organizations and individuals. While the financial implications of the COVID-19 are still being monitored, Table 4 shows a correlation cost with some other natural disasters around the world.

Table 4. Comparative Overview of Natural Disasters and Their Costs

EVENT	REGION/YEAR	COST
Tsunami	India, Sri Lanka, Thailand/ 2004	\$ 9.5 Billion
Hurricane	USA/ 2005	\$81.2 Billion
Earthquake	Haiti/ 2010	\$ 8 Billion
Tsunami	Japan / 2011	\$235 Billion
Corona Virus	Worldwide (Origin in China)/ 2019	Still being estimated

Source: Compiled by Authors

Despite all of these expenditures, human resource managers are still required to factor in what the workers perceive to be their personal loss. Workers discuss their issues with relation to time off, sick leave, and unpaid leave allowances. (Dong et al., 2020).

GAP IN KNOWLEDGE

There are enormous uncertainties surrounding COVID-19 pandemic in Africa the knowledge gaps to be filled can be done through concerted joint efforts among researchers, such as:

- African governments, public agencies, and bilateral and multilateral development partners must place a premium on data gathering as a decision-making tool.
- The underlying premise that underpins these observations is that COVID-19 will be present for a long time and is quickly transforming Africa's economy, necessitating the filling of the associated gaps in food supply chains.
- The spending power and livelihoods of most citizens are some of the Gaps that need to be filled, the first relates to the virus and disease, the driver of the transmission, morbidity and mortality, walker et al (2020).
- We do not know in details if COVID-19 will be more or less lethal in Africa than in more developed nations, this is a significant and resolvable information gap. Recall that WHO and others have started collaboration for evidence-based COVID-19 response in Africa.
- Some of the gaps that need to be filled are in human behaviour towards those who have had recovered from the virus as well as other sickness worries.

DISCUSSION

The International Labour Organization (ILO) outlined that epidemic; in particular, COVID-19 will have a negative impact on the workplace in both quantitative and qualitative terms. HR managers have adapted their people management approaches over the past months, years, remote work, reduced work hours, reduced training and development activities, or a ban on recruitment. HR practitioners play a critical role in supporting practices to improve business performance during a crisis period.

When considering pandemic and human resource management difficulties, we must first establish what activities are in focus during the present crisis, and whether the HR manager's proactive behaviour has an influence on the activities carried out. Human relations management, on the other hand, is the process of managing personnel in a firm and might include recruiting, terminating, training, and motivating employers. The manner in which accompany employs new employees and trains those new workers is critical in a pandemic.

Human Resources Management (HRM) is the term used to describe formal systems devised for the management of people within an organization. The responsibilities of a human resources manager in any pandemic fall into three categories: staffing, employee, compensation and benefits, and defining, designing work essentially to maximize an organization's productivity by optimizing the effectiveness of its employees, and this mandate is likely to reduce suffering associated with woes (Edward, 1996).

In a pandemic, the basic mission of HR managers will be to acquire, develop, and retain talents aligned with the workforce; they foster business management that can have a decisive impact on business health and that of its employees; they recognize that human resources management is guided by several overarching principles; and they recognize that humans are an organization's most important asset; a business cannot be successful without effectively managing the human resource.

Michael Armstrong opined in his book *A Handbook of Human Resources Management* that business success is most likely to be achieved if the enterprise's personnel policies and procedures are closely linked; achievement of corporate objective and strategic plans, it's the responsibility of HR to find, secure, guide, and develop employees whose talents and desires are compatible with the company's operating needs and future goals, they sharpened corporate culture across the board (Armstrong, 2007).

The pandemic COVID-19 has disrupted organizations and led human resource management to reconsider their position as they respond to social distancing techniques and a new work environment that they could not have imagined. Change has become a part of our lives, as well as the corporate existence of an organization. When most organizations face the urgency of change in their duties, operations, and HR managers must understand what change is all about, as it could be an unexpected circumstance or intentional, and understand that change can be developmental, transitional, or transformational, and examine the steps required to plan actions.

Changes are necessary when work becomes monotonous in order to find fulfillment. Though change is necessary, not many desire or appreciate it, especially in job settings; this is why HR managers must develop action plans that will lead to smooth change, whether internal or external. HR managers must design a change management action plan that will help employers trust the new system (Butler & Kanter, 2020).

Most organizations frequently try to understand what truly needs to be changed at any given time, the need for HR managers to identify the problem because it is difficult to provide a solution to a problem without first understanding what is wrong, what is not working well, is it internal change such as communication or technology, or a lack of direction and leadership, or globalization and pandemics (Ackerman, 2011). Managers are advised to use the John Kotter model of change management, which includes supporting processes, sequences, and actions that move a change away from a potentially harmful conclusion, especially when the change affects people at work as well as the business's outcome.

However, in terms of pandemic, HR management plans should take the following steps:

- List the action steps: HR managers must decide how the business will make the necessary adjustments, then create measurable targets for each department, and ensure you identify and allocate the resources required to address them.
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- Identify the obstacle: During pandemics, there will be impediments; HR managers must identify these obstacles and devise a plan to overcome them.
- Write the full plan of action: You should create a thorough list, as well as detailed change plans for managers and junior staff, demonstrating their difficulties, listing the benefits of the change, and demonstrating the phases required.

Ackerman opined in his conceptual analysis of change that there are three types of change in organizations that HR managers must be aware of: developmental, transitional, and transformational, and that they are all critical to the survival of the business, but that transformational change is more external and may include unforeseen circumstances, transitional such as pandemics, he opined that HR managers should recognize the need to adapt.

Although there are several sorts of changes, as mentioned by (Marshak, 2009), each change has its own distinct qualities. Driving change in the workplace is more difficult during pandemics, and MC Kinsey discovered that the failure rate of most firms is greater in a survey he carried out for roughly 3000 leaders.

In the event of a COVID-19 pandemic, every firm must examine its short and long-term strategy, and some must temporarily close their operations, offices, and stores. Since the business is currently running under pressure, HR managers must remote their work operations or cut work strength. Organizations should not function on 'fly' visible knowledge when they do not have visible knowledge of what will happen next week.

In general, (Kumar, 2020) emphasized that most firms' human resource managers should focus on preparing and implementing appropriate operational measures to maintain company continuity during a pandemic. This can be achieved by established by restoring productivity and delivering on employee experience, communication channels, confidence, and openness relating to the epidemic must be restored.

CONCLUSION

Pandemics are large-scale outbreaks of infectious diseases that can significantly increase morbidity and mortality over a wide geographic area and cause significant economic, social, and political disruption. Pandemics have increased over the past century as a result of increased global travel and integration; urbanization, changes in land use, and greater environmental exploitation (Jones, 1994).

Countries, regions, and global health organizations, the media, the commercial sector, and everyone must work together to preserve the wellbeing of our people and the environment.

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