

Human Resource Management Strategy Prediction in Small Business Marketing after Pandemic

Yuli Purbaningsih¹, Jamadi², Pilifus Junianto³, Nurul Laili Fittriya⁴, Silvia Ekasari⁵

¹Universitas Sembilanbelas November Kolaka, Indonesia

²Universitas Dipenogoro, Semarang, Indonesia

³STIE Bentara Persada Batam, Indonesia

⁴Universitas Maarif Hasyim Latif Sidoarjo, Indonesia

⁵STIE Manajemen Bisnis Indonesia

yulipurbaningsih.usnkolaka@gmail.com, Jamadi.lawyer@gmail.com, pilifusj@gmail.com,
nurul-laili@dosen.umaha.ac.id, silvia.ekasari@stiambi.ac.id

Abstract

Prediction of HR management strategy in small business marketing after the pandemic is the purpose of this study. We believe that every business, both small and large, is very concerned with human resources in marketing all business products. Therefore, we have obtained raw data from electronic searches in several scientific publications, especially HRM and post-pandemic small business marketing governance. We have carefully reviewed the data, involving an in-depth evaluation and coding system so that it is easy for us to answer the questions of this study. Our data publications target journals such as Sagepub, Academic works, Google Books, Taylor and France, and other data sources. We reviewed hundreds of papers to get around 50 journal publications that we have thoroughly reviewed. Based on the discussion of the results, the result is that the human resources department develops rules and processes that promote a fair work environment. Additionally, they settle disputes and listen to employee problems to instill a sense of belonging. All of these factors contribute to the efficient operation of the company and enable workers to perform their best job.

Keywords

HR; marketing; small business; pandemic; publication review



I. Introduction

Human resources are an essential element in every organization, whether business, government, or company (Wehrmeyer, 2017). In the past, company managers were more concerned with controlling assets, perhaps money, and infrastructure that allowed their business companies to run well and succeed. However, corporate and government leaders are starting to change their paradigm now and in the future, rather than focusing on facilities and assets (Westerman et al., 2021). Now they are slowly but surely, focusing more on human resources because they believe and believe that the progress and retreat of an organization, both corporate and government, is closely related to the extent to which human resources are prepared and even predicted that it may not be called human resources, maybe there will be another name whose function is unknown is to remain the backbone of smoothness and success, whatever the name of the organization and other businesses. Therefore, in this study, we believe that along with changing times and technology and changes in human resources, at least the strategy for how human resources are adapted to the changing times itself (Baum, 2015).

In the future, as already, the presence or existence of the role of professional human resources produced by the progress of the times, human resources will undoubtedly

continue to dramatically develop, change with the revolutionary system along with changes in technology so that humans have to adapt to changes in both mindsets and operating pattern which in essence is that they want resources to function very optimally so that the primary goal of every organization, both business and government, continues to achieve goals in a successful way (Cohen, 2021). Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah *et al.*, 2020). Therefore, this time we will predict how the development of HR strategies, both business and government, can be more optimal so that in the future, it will be one of the most decisive elements going back and forth from a company (Munteanu, 2015). The insight of world business leaders to move their business they need optimal, reliable human resources who can maximally achieve the glory of success as desired by HR today looking at a prediction of how in the future these human resources are prepared to be trained and encouraged until they reach the peak of optimization so that they are human resources that can be used as a mainstay of the company in achieving the ultimate goal of being profitable and sustainable (Lee-Ross and Pryce, 2010).

Along with technological advances that help human resource tasks that must handle organizational problems from small to large, business operations become very superior, more profitable than the previous organizational method (Sareen and Subramanian, 2012). If in the past, business people only hoped for the existence of HR in compliance with the implementation of tasks for the benefits they have, but now and in the future human resources are no longer the case. However, HR is the company's spearhead, so that companies see human resources as a significant element that is full of a strategy of working bright so that HR is the key to success than the Company (Ehnert, 2014).

For a not so long period since technology has innovated the world of work in all business sectors, often HR continues to proliferate so that people call it personnel (Waheed et al., 2019; Sudarmo et al., 2021). However, lately, the company no longer considers them to be a minor role, a role that handles the whole of the company, but in essence, it is more about handling problems to employees. The point in the 21st-century era is that there are many laws regarding rights and obligations rather than human resources, but nowadays, these laws are not only thought of as following the rules, but they are players who are full of strategies that determine the company's resources (Caldwell et al., 2011). HR now determines the direction of progress and the end of the company's mission office missions rather than to the government in the hands of these trained resources operational development strategies and daily tasks handled by strategic and dynamic human resources (Antonioli et al., 2013).

The existence of technology has proven to be very helpful for the superior human resources department so that it can make the role of HR to analyze, predict and evaluate all the roles played by HR in the organization, from employee affairs to HR strategy in recruitment and ends with completion programs so that the company's goals are achieved (Ross and Blumenstein, 2013). This technological innovation has helped HR tasks carry out their functions that take care of employees automatically with computer-owned services so that working employees can use technology to complete their tasks while processing their duties correctly and planned so that companies can get relief from HR—programmed with technological sophistication (Saha et al., 2017). So, the role of technology supported by good HR will win every existing competition because the automation provided by technology to ease HR tasks will be perfect (Chowhan et al., 2017).

Currently, HR recruited from millennials are young people who are hungry for work, they are used to getting the conveniences of technology in terms of information and communication because they are people who are good at interacting, taking advantage of all the conveniences of technology that support their work (Antonioli et al., 2013). Various fields and tasks assigned to HR, such as HR, are greatly helped by the presence of digital, which is a characteristic of work that young people like; HR must be able to manage all of that because technology allows human resources to take advantage of everything that is owned by millennial employees so that they are no longer the next generation. Constructive but become a very productive generation that emphasizes excellence over the Company (Messersmith and Wales, 2013). This is something that human resource managers should pay attention to integrate technology with human resources so that companies can enable better services performed by proven scalable and technology-assisted human resources (Bondarouk and Brewster, 2016).

II. Research Methods

This method section explains how to obtain and analyze data to answer the study problem validly and measurably. Our study aims at discussing the predictions of HR management strategies in small business marketing after the pandemic is the purpose of this study (Nzella, 2019). We believe that every business, both small and large, is very concerned with human resources in marketing all business products. Therefore, we have obtained raw data from electronic searches in many scientific publications, especially HRM and post-pandemic small business marketing governance. We have carefully reviewed the data, involving an in-depth evaluation and coding system so that it is easy for us to answer the questions of this study. Our data publications target journals such as Sagepub, Academic works, Google Books, Taylor and France, and other data sources. We reviewed hundreds of papers to get around 50 journal publications thoroughly reviewed (Werner and Herman, 2012).

We design this study in the form of a descriptive qualitative study under the phenomenology approach, namely an extensive exploration effort on relevant data so that we find as valid and accurate as possible the data found that are easy to understand. This study is very dependent on secondary data because, in this study, we chose a literature review and reviewed many publications so that we were able to answer this study effectively and reliably (Dacin et al., 2011).

III. Results and Discussion

3.1 HR Development Strategy

Human resource strategy is the issue of how to bring people, procedures, and organizational, operational philosophy into alignment between goals and achievements (Bruns, 2014). It is a method to present human resource management as a catalyst to accelerate commercial or organizational goals. Organizations' capacity to set and achieve their goals becomes inextricably linked with internal human resource strategies that allow them to take shape (Meifert, 2013). While there is no "right" or "wrong" method for developing an effective human resource strategy, some best practices should be followed. An organization's human resource strategy must be derived from its larger business plan and, more importantly, position workers as the glue that binds HR strategy to business strategy (Panda et al., 2014). Human resource strategy should be integrated into all aspects of the company. It starts with listening to consumer needs; he develops effective

organization, internal processes, and communication strategies to support short-term and long-term business goals. Only in this way can human resources provide the necessary conditions for the company and its employees to succeed (Lee et al., 2010).

When a manager is developing a human resource strategy, he or she must often ask himself, "What does success look like?" It is easier to develop a strategy around the desired end state than to develop a strategic framework and leave the rest to chance (Carter et al., 2013). This requires establishing key performance indicators and monitoring success against them consistently throughout the year. While HR strategies provide a complete picture of an organization's strategic direction for the next 12 months, they cannot be implemented effectively without critical stakeholders and partners (Bryson, 2018).

We recommend grouping strategies into more manageable components, such as quarterly or monthly mini strategic plans, to avoid getting overwhelmed. In developing an organization's human resource strategy, it is critical to ensure that all stakeholders understand their expectations. This requires first engaging with critical stakeholders and turning them into ambassadors and champions for its approach (Hitt et al., 2016). Measure, measure, measure! Ensure that he has a consistent system for tracking progress towards his goals and presenting his findings regularly. The purpose of measuring success is not just to provide proper support as he or she achieves human resource goals. This is an opportunity to refine its approach along the way, duplicating successful strategies and removing strategies that fail to achieve business goals (Greer et al., 2017).

3.2 Critical Components of HR Strategy

When it comes to corporate planning, human resources may not be the first thing that comes to an entrepreneur's mind (Telukdarie et al., 2018). The three factors to be examined go far beyond the legal requirements for hiring workers. An organization's design, structure, and culture are just as important as the external environment it wants to create (Pieper, 2012). Identify which jobs are critical to business growth and then evaluate the level of assistance required for those functions. This component of the plan affects many other things, including salaries and benefits and recruitment. A strong performance management plan that combines training and development, a straightforward process for dealing with poor performance, and open and honest feedback will be one of the main drivers of business success (Ulrich and Dulebohn, 2015). Determining the answers to these and other problems in advance will help drive a long-term human resource strategy. This will serve as the basis for the company's brand and ensure that time is not spent on ineffective initiatives. Wise executives will anticipate this early on and develop plans that move the company forward (Rothwell, 2010).

3.3 HRM Resourcing Strategy

HR strategic governance is comprehensive corporate planning to organize all existing resources to ensure the goals of the company or government organization can be run and achieved as planned (Armstrong and Taylor, 2020a). Therefore, the requirements for this HR test will determine the direction and determine all HR roles to be necessary, for example, evaluating the appearance of development work towards professionalism. This payroll system must all be programmed and energized (DeCenzo et al., 2016). Therefore, it requires an HR strategy with the correct figure; for example, it requires an initial study of how the company company can achieve its goals (Lo et al., 2015). HRM must know how the internal, external conditions of the companycompany are. For example, does the message need more time to understand all the objectives to be carried out? For example, it requires a database as a human resource strategy. This includes all roles that will be carried

out by HR as mentioned earlier, recruitment, development, and successful evaluation, so all visions of all company missions are focused on HR performance so that it is said to have a clear direction and the company can achieve its goals, this needs to be simplified so that it is easy to make decisions, including initiative and participation in HR to realize the role of effective human resource initiatives (Rees and Johari, 2010).

3.4 HR Skills Development

Each organization's ability to communicate, maintain confidentiality, and reliable adaptability can help companies carry out essential tasks and increase company and office productivity (Choudary and Ponnuru, 2015). The human resources specialist acts as an intermediary between workers, department leaders, and the CEO. Human resources managers must handle other essential responsibilities between meetings with colleagues and executives, such as employee training and development and event planning. Every day, HR staff engage with individuals in person, over the phone, and via email (Fragoulis and Phillips, 2011). Practical communication skills resolve conflicts before they escalate and effectively communicate company norms. A team that can graciously handle potentially awkward circumstances such as departure interviews, complaints, and wage negotiations contribute to maintaining a balanced work environment.

Disclosure of employee personal information can put employees in an awkward situation and increase business legal issues. While employees of the human resources team have access to business information, it is essential for them not to talk about it and maintain their professionalism at all times (Lengnick-Hall et al., 2011). HR practitioners must anticipate when the time is right to change or set new rules and how to assist employees in accepting the changes. HR professionals with an improvement mentality can help modernize the workplace (for example, by introducing innovative benefits and benefits) and retain workers (Soderquist et al., 2010).

3.5 Culture, Values, and Attitude in HRM

The most successful HR leadership style largely determines the future direction for achieving business goals, often called "transformational HR leadership" (Armstrong and Taylor, 2020b). Transformational leaders demonstrate integrity, inspire their teams with a shared vision for the future, set clear goals, encourage their teams to achieve those goals, manage delegation, and communicate effectively (McLaggan et al., 2013). However, leadership is not a one-size-fits-all proposition; the competent manager's approach must often be adapted to a particular situation or group. This is why it is beneficial to have comprehensive knowledge of alternative leadership styles; the more methods a manager knows, the more he can modify his approach to a problem. In essence, workers should be treated well and empowered to maximize their talents and therefore feel satisfaction and satisfaction in their jobs and positions (Leroy et al., 2018). The strong relationship between managers' inner beliefs, values, attitudes, and behavior are also closely related to the same relationship reflected from the employee's perspective. Future studies might investigate this imaginary and in-depth relationship using qualitative instruments, explaining the potentially beneficial relationship between managers' motivation and staff motivation (Yang et al., 2021).

3.6 HRM Commitment

HR can make a critical commitment to the improvement of organizations with high responsibility. The means and responsibilities are as a provider of counsel on passing on the standards and objectives of the board and authoritative accomplishments (Ansari,

2011). By considering individuals as partners and depending on the arrangement and coordinated effort instead of control and intimidation, the company can make a brilliant mental agreement. In organizations vast and trim, we are regularly approached to characterize HR faculty commitment and responsibility. Representative commitment is a characteristic perspective that mirrors a worker's energy for his work (Macey et al., 2011). Responsibility alludes to the relationship that specialists have with their association. Representatives committed to their associations ordinarily encounter a feeling of having a place and comprehension of the association's objectives. Representative responsibility can be characterized into three unique sorts: enthusiastic, regularizing, and socially satisfactory (Ewing et al., 2019). Full of feeling responsibility alludes to the longing of laborers to stay with their association. Normatively dedicated representatives accept that leaving their association would be calamitous, and they feel embarrassed about the chance of leaving.

3.7 Efficiency in HRM

Efficiency is the yield delivered per input unit, like work, capital, or hardware. In a manufacturing plant, efficiency can be determined by ascertaining the number of hours expected to create one unit (Jarkas and Bitar, 2012). In the help business, worker proficiency is estimated by the pay created comparative with the compensation received from the association. Usefulness is the speed at which an individual, business, or nation delivers an item, and the amount created is about the measure of time, exertion, and cash needed to make it. Human asset the board (HRM) involves enrolling, employing, relegating, and overseeing laborers in an organization. HR can assist laborers with being more practical and joyful by offering excellent preparation and establishing a charming workplace that holds ability (Burton, 2012).

3.8 Performance Management in HRM

Viable execution of the executives requires more than yearly assessment. Alongside laying out objectives toward the beginning of the evaluation time frame, Human Resources proposes holding input gatherings over time (Mone and London, 2018). The execution Management System is in progress; the division directs the primary stage under Administration and Finance. Execution of the executives is depicted as a continuous interaction to perceive, screen, and foster the presentation of an association's laborers (Gruman and Saks, 2011). Execution of the executives incorporates all capacities, including objective setting, customary execution audits as per put forward objectives, moment correspondence between colleagues for instructing, input, and execution answering to develop worker further preparing and improvement programs. At long last, to connect execution to prizes and acknowledgment. (Pulakos et al., 2015).

3.9 Rewards in HRM

Human resources are essential in any corporate organization because they satisfy consumers by meeting their needs (Dao et al., 2011). A reward system is a collection of processes that management uses to monitor and regulate employee behavior in the workplace. This method allows human resource managers to assess employee performance about current organizational goals and recruit new employees in the future (Anastasiou, 2012). The primary purpose of the reward system is to increase employee motivation. *Employee motivation* can be defined as the level of dedication and energy expenditure of employees. Under the reward system, workers get flexible pay scales, additional incentives, monetary rewards, and bonuses, which increase employee morale

and satisfaction with their work. The two words refer to the same thing but are very different, but can be used interchangeably.

In having a successful recognition program, it is necessary to isolate it from the incentive system and place a premium on recognition time (Rose, 2018). Recognizing workers requires highlighting their efforts to feel encouraged and satisfied that the business rewards their efforts. Thus, it can be concluded that the reward system is an essential component of every business to encourage workers to work for its success. In addition, acknowledgment is an essential method of showing workers' gratitude for their efforts. Both rewards and recognition are required, and the wishes and desires of workers determine the choice between the two in return for their efforts to achieve goals (Wehrmeyer, 2017).

3.10 Employee Relations in HRM

Employee relations are defined as organizational efforts to build and maintain good working relationships with their employees (Suliman and Al Kathairi, 2013). Organizations aim to maintain employee loyalty and involvement in their work by fostering good and constructive employee relations. Human resources assist in preventing and resolving conflicts between workers and management and developing and implementing fair and uniform rules for all employees (Ibrahim and Rahimian, 2010). The long-term decline in 'industrial relations' can be observed in many ways, notably in trade union membership and industrial activity. Between 1980 and 2000, collective bargaining agreements covered less than a third of the workforce, down from more than three quarters. In 2018, 273,000 workdays were lost due to labor conflicts, the sixth-lowest annual number since 1891 records began (Alshathry et al., 2017).

The outbreak of this virus has an impact of a nation and Globally (Ningrum *et al.*, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020). The COVID-19 pandemic has increased the likelihood of conflict within organizations. Employers should provide managers with the necessary tools to have sensitive and supportive discussions with employees (Berman et al., 2021; Putra et al., 2020). They should encourage equality and consistency while also being able to adapt to help individual situations. According to our research, more than three-quarters of employers are happy with the employee relations environment in their workplace. Although strikes and other industrial actions are reduced, workplace conflict remains a reality in organizational life and must be dealt with constructively and effectively. Individual and 'disorganized' conflict, such as sick leave, intimidation, or harassment, may be as detrimental and costly to organizations as coordinated industrial action, and therefore it was a sin (Marchington et al., 2016). According to the 2014/15 Association of Public and Commercial Employers (APCO) study on public sector employment in the UK, employers must ensure that excellent quality work and employee relations are fundamental. The study noted that although the existing gap in the quality of work continues, remote work and leave have brought additional complications and difficulties (Maroto et al., 2021).

IV. Conclusion

This section summarizes the study results of the publication of HR science in small business marketing in the post-pandemic period. We believe that with the evidence of the data from this study, we have answered in a simple way how the prediction of human resources for business governance will be in the future. We found by reviewing hundreds of publications with around 60 papers that we can list here according to the study's

relevance to the theme of our study. All of our data was analyzed by electronic search of many publications.

As for the results that we can summarize, among others, that marketing strategies and business management in the future such as HR with employees, how rewards impact employee performance, how HR performance is, HR productivity for business, how is employee commitment to the business, how is culture, values and brush up on employees, develop HR skills, how to use HRM resourcing strategy, critical components of HR strategy and future business HR development strategies, all of these findings and discussions should provide insights and data for the development of future HR and marketing studies.

References

- Alshathry, S., Clarke, M., Goodman, S., 2017. The role of employer brand equity in employee attraction and retention: a unified framework. *Int. J. Organ. Anal.*
- Anastasiou, S., 2012. Critical human resources management functions for efficient logistics and supply chain management, in: *Proceedings of the 2nd International Conference on Supply Chains*, Katerini, Greece.
- Ansari, N.G., 2011. Employee Perception of HRM Practices: Impact on Commitment to the Organization. *South Asian J. Manag.* 18.
- Antonioli, D., Mancinelli, S., Mazzanti, M., 2013. Is environmental innovation embedded within high-performance organisational changes? The role of human resource management and complementarity in green business strategies. *Res. Policy* 42, 975–988.
- Armstrong, M., Taylor, S., 2020a. *Armstrong's handbook of human resource management practice*.
- Armstrong, M., Taylor, S., 2020b. *Armstrong's handbook of human resource management practice*.
- Baum, T., 2015. Human resources in tourism: Still waiting for change?—A 2015 reprise. *Tour. Manag.* 50, 204–212.
- Berman, E.M., Bowman, J.S., West, J.P., Van Wart, M.R., 2021. *Human resource management in public service: Paradoxes, processes, and problems*. CQ Press.
- Bondarouk, T., Brewster, C., 2016. Conceptualising the future of HRM and technology research. *Int. J. Hum. Resour. Manag.* 27, 2652–2671.
- Bruns, H.-J., 2014. HR development in local government: how and why does HR strategy matter in organizational change and development? *Bus. Res.* 7, 1–49.
- Bryson, J.M., 2018. *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*. John Wiley & Sons.
- Burton, K., 2012. A study of motivation: How to get your employees moving. *Management* 3, 232–234.
- Caldwell, C., Truong, D.X., Linh, P.T., Tuan, A., 2011. Strategic human resource management as ethical stewardship. *J. Bus. Ethics* 98, 171–182.
- Carter, L., Sullivan, R.L., Goldsmith, M., Ulrich, D., Smallwood, N., 2013. *The Change Champion's Field Guide: Strategies and Tools for Leading Change in Your Organization*. John Wiley & Sons.
- Choudary, D.V., Ponnuru, M., 2015. The importance of soft-skills training for MBA students and managers. *Abhinav Int. Mon. Refereed J. Res.* In 4, 6–14.

- Chowhan, J., Pries, F., Mann, S., 2017. Persistent innovation and the role of human resource management practices, work organization, and strategy. *J. Manag. Organ.* 23, 456–471.
- Cohen, M.S., 2021. Monoclonal antibodies to disrupt progression of early covid-19 infection.
- Dacin, M.T., Dacin, P.A., Tracey, P., 2011. Social entrepreneurship: A critique and future directions. *Organ. Sci.* 22, 1203–1213.
- Dao, V., Langella, I., Carbo, J., 2011. From green to sustainability: Information Technology and an integrated sustainability framework. *J. Strateg. Inf. Syst.* 20, 63–79.
- DeCenzo, D.A., Robbins, S.P., Verhulst, S.L., 2016. *Fundamentals of human resource management*. John Wiley & Sons.
- Ehnert, I., 2014. Paradox as a lens for theorizing sustainable HRM, in: *Sustainability and Human Resource Management*. Springer, pp. 247–271.
- Ewing, M., Men, L.R., O’Neil, J., 2019. Using social media to engage employees: Insights from internal communication managers. *Int. J. Strateg. Commun.* 13, 110–132.
- Fragoulis, I., Phillips, N., 2011. Social skills for successful career development. *Rev Eur Stud* 3, 85.
- Greer, C.R., Lusch, R.F., Hitt, M.A., 2017. A service perspective for human capital resources: A critical base for strategy implementation. *Acad. Manag. Perspect.* 31, 137–158.
- Gruman, J.A., Saks, A.M., 2011. Performance management and employee engagement. *Hum. Resour. Manag. Rev.* 21, 123–136.
- Hitt, M.A., Ireland, R.D., Hoskisson, R.E., 2016. *Strategic management: Concepts and cases: Competitiveness and globalization*. Cengage Learning.
- Ibrahim, R., Rahimian, F.P., 2010. Comparison of CAD and manual sketching tools for teaching architectural design. *Autom. Constr.* 19, 978–987.
- Jarkas, A.M., Bitar, C.G., 2012. Factors affecting construction labor productivity in Kuwait. *J. Constr. Eng. Manag.* 138, 811–820.
- Lee, F.-H., Lee, T.-Z., Wu, W.-Y., 2010. The relationship between human resource management practices, business strategy and firm performance: evidence from steel industry in Taiwan. *Int. J. Hum. Resour. Manag.* 21, 1351–1372.
- Lee-Ross, D., Pryce, J., 2010. *Human resources and tourism: Skills, culture and industry*. Channel View Publications.
- Lengnick-Hall, C.A., Beck, T.E., Lengnick-Hall, M.L., 2011. Developing a capacity for organizational resilience through strategic human resource management. *Hum. Resour. Manag. Rev.* 21, 243–255.
- Leroy, H., Segers, J., Van Dierendonck, D., Den Hartog, D., 2018. Managing people in organizations: Integrating the study of HRM and leadership.
- Lo, K., Macky, K., Pio, E., 2015. The HR competency requirements for strategic and functional HR practitioners. *Int. J. Hum. Resour. Manag.* 26, 2308–2328.
- Macey, W.H., Schneider, B., Barbera, K.M., Young, S.A., 2011. *Employee engagement: Tools for analysis, practice, and competitive advantage*. John Wiley & Sons.
- Marchington, M., Wilkinson, A., Donnelly, R., Kynighou, A., 2016. *Human resource management at work*. Kogan Page Publishers.
- Maroto, M.L., Pettinicchio, D., Lukk, M., 2021. Working Differently or Not at All: COVID-19’s Effects on Employment among People with Disabilities and Chronic Health Conditions. *Sociol. Perspect.* 07311214211012018.

- Mclaggan, E., Botha, C.T., Bezuidenhout, A., 2013. Leadership style and organisational commitment in the mining industry in Mpumalanga. *SA J. Hum. Resour. Manag.* 11, 1–9.
- Meifert, M.T., 2013. What Is Strategic About Strategic HR Development?, in: *Strategic Human Resource Development*. Springer, pp. 3–22.
- Messersmith, J.G., Wales, W.J., 2013. Entrepreneurial orientation and performance in young firms: The role of human resource management. *Int. Small Bus. J.* 31, 115–136.
- Mone, E.M., London, M., 2018. Employee engagement through effective performance management: A practical guide for managers. Routledge.
- Munteanu, A.-I., 2015. Exists A Relationship Between Strategic Human Resources Management, Innovation And Competitive Advantage? *Ecoforum J.* 4, 15.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393. <https://doi.org/10.33258/birci.v4i2.1940>
- Ningrum, P. A., et al. (2020). The Potential of Poverty in the City of Palangka Raya: Study SMIs Affected Pandemic Covid 19. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 3, No 3, Page: 1626-1634.
- Nzella, B., 2019. An analysis of human resource management practices and its effects on women's small businesses: A case study of Kinondoni district-Dar es Salaam (PhD Thesis).
- Panda, A., Karve, S., Mohapatra, D., 2014. Aligning learning & development strategy with business: Strategy to operations. *South Asian J. Hum. Resour. Manag.* 1, 267–281.
- Pieper, R., 2012. Human resource management: An international comparison. Walter de Gruyter.
- Pulakos, E.D., Hanson, R.M., Arad, S., Moye, N., 2015. Performance management can be fixed: An on-the-job experiential learning approach for complex behavior change. *Ind. Organ. Psychol.* 8, 51–76.
- Putra, P., Liriwati, F.Y., Tahrim, T., Syafrudin, S., Aslan, A., 2020. The Students Learning from Home Experiences during Covid-19 School Closures Policy In Indonesia. *J. Iqra Kaji. Ilmu Pendidik.* 5, 30–42. <https://doi.org/10.25217/ji.v5i2.1019>
- Rees, C.J., Johari, H., 2010. Senior managers' perceptions of the HRM function during times of strategic organizational change: Case study evidence from a public sector banking institution in Malaysia. *J. Organ. Change Manag.*
- Rose, M., 2018. Reward management: a practical introduction. Kogan Page Publishers.
- Ross, P., Blumenstein, M., 2013. Cloud computing: the nexus of strategy and technology. *J. Bus. Strategy*.
- Rothwell, W., 2010. Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within. AMACOM.
- Saha, N., Gregar, A., Sáha, P., 2017. Organizational agility and HRM strategy: Do they really enhance firms' competitiveness? *Int. J. Organ. Leadersh.* 6, 323–334.
- Sareen, P., Subramanian, K.V., 2012. e-HRM: A strategic reveiw. *Int. J. Hum. Resour. Stud.* 2, 119.
- Shah, M. M., et al. (2020). The Development Impact of PT. Medco E & P Malaka on Economic Aspects in East Aceh Regency. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 3, No 1, Page: 276-286.

- Sihombing, E. H., Nasib. (2020). The Decision of Choosing Course in the Era of Covid 19 through the Telemarketing Program, Personal Selling and College Image. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 3, No. 4, Page: 2843-2850.
- Soderquist, K.E., Papalexandris, A., Ioannou, G., Prastacos, G., 2010. From task-based to competency-based: A typology and process supporting a critical HRM transition. *Pers. Rev.*
- SUDARMO, Nugraha, M.S., MARDHIAH, R. Iliow, F.E., ASLAN, 2021. The Identification of Online Strategy Learning Results While Students Learn from Home During the Disruption of the COVID-19 Pandemic in Indonesia. *J. Contemp. Issues Bus. Gov.* 27, 1950–1956. <https://doi.org/10.47750/cibg.2021.27.02.205>
- Suliman, A., Al Kathairi, M., 2013. Organizational justice, commitment and performance in developing countries: The case of the UAE. *Empl. Relat.*
- Telukdarie, A., Buhulaiga, E., Bag, S., Gupta, S., Luo, Z., 2018. Industry 4.0 implementation for multinationals. *Process Saf. Environ. Prot.* 118, 316–329.
- Ulrich, D., Dulebohn, J.H., 2015. Are we there yet? What's next for HR? *Hum. Resour. Manag. Rev.* 25, 188–204.
- Waheed, A., Miao, X., Waheed, S., Ahmad, N., Majeed, A., 2019. How new HRM practices, organizational innovation, and innovative climate affect the innovation performance in the IT industry: A moderated-mediation analysis. *Sustainability* 11, 621.
- Wehrmeyer, W., 2017. *Greening people: Human resources and environmental management*. Routledge.
- Werner, H., Herman, L., 2012. Adoption of human resource practices within a South African small business: A case study. *J. Enterprising Cult.* 20, 459–480.
- Westerman, J.W., Nafees, L., Westerman, J., 2021. Cultivating Support for the Sustainable Development Goals, Green Strategy and Human Resource Management Practices in Future Business Leaders: The Role of Individual Differences and Academic Training. *Sustain.* 2071-1050 13.
- Yang, R., Díaz, V.G., Hsu, C.-H., 2021. Use of emotional intelligence to promote innovation among employees in the work environment through qualitative and quantitative analysis. *Aggress. Violent Behav.* 101589.