

Identification of HR Management Strategies for Small Business Disrupted by COVID-19: Marketing Literature Review

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Abstract

The main objective of this study is to identify HR management techniques for small companies affected by the epidemic, which is still a topic of much discussion in the media. We conducted a series of data studies on various well-known journal publishing data sources, including Google Books, Elsevier, Taylor&Francis, sage pub, Academic research, and other online sources, to ensure smooth identification and reporting in the form of descriptive discussions. Electronic data solutions are the ideal choice in this pandemic disruption when public mobility is not possible. The data review process includes several stages, such as initial reading to understand, coding system, and evaluation of data with high interpretation with a phenomenological approach to quickly draw conclusions that answer research questions with valid and reliable values. The results include that the HR management strategy for increasing productivity in small businesses is that small businesses also need a strategy to increase their human resources. These small businesses also have the vision to achieve profits and help absorb labor and reduce unemployment.

Keywords

Small Business; HR;
Governance; Pandemic
Disruption; and Business
Review



I. Introduction

HR management means talking about a process related to the company's future, how they develop their resources to activate strategies for achieving their goals in business and profit and company sustainability (Keegan et al., 2012). In this increasingly competitive era, companies no longer view management as a small part or function rather than an imitative that deals with the daily activities of the company, such as getting new employees and also managing the personnel department, but along with the changing times, it is no longer seen as simple, but they must function. As a vital part of the company in maintaining its reputation and developing a company system oriented towards human resources with a culture of ethics and welfare (Agarwal et al., 2018). Therefore, how to manage reliable human resources with all the opportunities and challenges that involve strategic ways with a total participation system so that organizations and companies can maximize the use of human resources in advancing their companies to achieve their goals, namely profit and sustainability company in the future (Caligiuri et al., 2020).

Because corporate governance is challenging, HR must be more strategic and proactive in carrying out its functions. So, they need a strategy to identify challenges and opportunities for managing small businesses (Caligiuri et al., 2020). Then how can these

human resources be developed to be more professional following the demands of small businesses? Because the leaders of small companies certainly really hope that they will function strategically and fully participate in efforts to maximize achievements or operations rather than business (Kinowska, 2021). This system follows the expectation that human resources will benefit the company because they have been given a tremendous responsibility both in terms of income and for them to understand and understand the company's continuity (Przytuła et al., 2020). How do they interact with consumers to help prepare, namely maintaining an increasingly competitive advantage in this competitive era? Therefore, various studies and increasingly stringent development efforts must consider how to involve an excellent ethical work culture and then human resource competence to achieve business success (Hamouche, 2021).

Based on the benefits and functions of these human resources, the company can see them positively, which also influences how they carry out their responsibilities and tasks assigned by the company. Business managers can develop especially the existing resources within the company to achieve a competitive work culture in achieving small business goals by having clear goals and orientations. The company can direct its staff with various skills and skills so that they continue to learn and adapt. With the demands of the company, in other words, they can be vital in developing and maintaining, including obtaining maximum benefits because they have worked according to the demands desired by the company (Kaur, 2013). Because these human resources are part of the company's resources and carrying out their duties, they also get a task to work optimally to be assessed and evaluate their performance in carrying out their duties (Ahammad, 2017). So professional HR must do things of various purposes and components in the company how they understand the company's long-term goals and can decide thorough how to implement the tasks and goals of the company's goals (Festing et al., 2013). In addition, HR also has a strong foundation for understanding how the business is operated in terms of financial packages with marketing, how to promote how the company operates and how the company handles technology. All skills to all these capabilities and skills are essential things to be understood and possessed and applied by all human resources in the company to develop the ultimate goal as a whole (Marler & Parry, 2016).

Based on the magnitude of the functions and responsibilities possessed by human resources in a company and organization, a professional strategy is needed to identify what strategies are needed to maximize the performance of the company's human resources (Bannikov & Abrosimova, 2021). Therefore, this study was carried out to examine and analyze some field findings as for what they have successfully carried out in the field, and they recommend to those who are competent in carrying out future resource development; therefore, this kingdom is felt to be very important to understand how challenges and opportunities that must be faced by HR developers so that HR can be optimally good and the company will get the planned benefits Zhao, B., & Tu, 2021).

II. Research Methods

This section is going to talk about the method of this study. The paper has a primary objective, namely identifying HR management strategies for small businesses disrupted by the pandemic, which is still an issue widely discussed in the media (Joshi et al., 2017). For smooth identification and reporting in the form of a description discussion, we have carried out a series of data studies on some well-known journal publication data sources such as Google books, Elsevier, Taylor& Francis, sage pub, Academic research, and other website sources (Azungah, 2018). Due to the current era of pandemic disruption, where public

movement is complex, electronic data solutions are the best solution. In order to make it easier for us to report in the form of scientific articles, the data review process involves several stages such as initial reading to gain understanding, coding systems, and data evaluation with high interpretation under a phenomenological approach so that we can quickly draw data conclusions that answer the research questions with valid and reliable values. We designed this study in a formal qualitative manner by following the recommendations and models of the previous paper review (Suharti & Sugiarto, 2020).

III. Results and Discussion

Human resources are essential in the business world and government organizations (Marler & Parry, 2016). Because HR is one of the essential elements of a business, both large and small, its development requires a strategy for structuring the role of human resources with various skills needed by the business world equipped with knowledge that can carry out tasks, optimizing all the potential of the company, tiny businesses that which is developing (Al Shobaki et al., 2016). Therefore, HR requires a strategy on how to properly manage governance so that they are ready to play a role so that with the role of reliable HR, the company can achieve its goals successfully and sustainably. The first strategy is for business leaders to recruit employee or employee resources using a specific mechanism that focuses on expertise and expertise in a particular field where the prospective employee will be positioned (Kucherov & Tsybova, 2021). Human resource development is an effort to develop the quality or ability of human resources through the process of planning education, training and management of personnel or employees to achieve an optimal result (Notoatmodjo in Sulasmi, E. 2020).

It is clear that in getting employees who can be relied on, small business managers must select employees, they must adhere to the principles of trust and accountability from prospective employees because medicine is for employees to complete work such as small businesses here, it does not require a very professional workforce because small businesses cannot afford to give a higher salary, but this small company first needs employees who work hard in terms of ability and attitude at work. Expertise and knowledge are synonymous with attitude, behavior, and work ethic (Gamage, 2014). The following strategy is how small businesses get staff who have broad knowledge and specific skills. Thus, the owner of the company must have a suitable mechanism for developing skills than employees. Usually, after getting employees, the next step is to provide education and training. This is a strategy that is generally used by business owners, both small and large businesses.

Because with this training at the same time, companies introduce themselves how employees must work in terms of solving problems and company routines they face every day so that the development of employee competencies follows the needs of the company (Ghazzawi & Accoume, 2014). If the employee already has the skills and knowledge that his employer wants, then recruitment management is closer to a strategy that follows the criteria and desires required by the company. After recruiting and training, the time has come for employees to apply their knowledge, skills, skills, and all they have. The company has the following strategy to give rewards and sanctions to those who succeed and those who fail (Saddam & Mansor, 2015). This means that the company has a strategy that distinguishes which categories are successful and distinguishes the word unsuccessful so that the small business employs human resources following the criteria they expect as well as employees who excel will receive rewards and those who do not have the potential to receive sanctions, or there is no award; thus this strategy aims to keep employees

motivated to work optimally so that the company can improve results and continue to maintain the company culture to be sustainable (Chams & García-Blandón, 2019).

Many small businesses now employ some employees who cannot work according to their job descriptions and obligations. This condition is due to poor personnel selection and early recruitment practices (Saeed et al., 2019). This kind of business is just sloppy when hiring workers, despite requiring excellent human resources to grow. This system is where the business leadership position is needed to carry out the company's HR management, including HR management for similar small businesses. The government is currently concerned about small and medium-sized businesses because they can absorb labor and reduce unemployment. Human resource management is essential for every business, even if it is small so that an established business can grow and avoid bankruptcy. Low HR is often the reason for business failure; Therefore, HR management must be improved if the company wants to grow and develop. Human resource management is the process of planning, developing, improving, or evaluating employee performance to increase efficiency, and it applies to all workers (Amin et al., 2014).

Planning, selecting, training, and assessing employee performance are all part of HR administration. SMEs were started with low-cost capital, and other parties even financed some (Guttman & Reyes, 2020). Because this is a small company, it requires excellent human resource management in order for it to expand. The planning step of this management is where these SMEs need minor or significant numbers of employees. This workforce planning includes determining how many employees are required, what they will do or master, the organizational structure created inside the business, and all employment-related issues. If business managers have planned, HR management for the SMEs will be forming, and businesses will be able to pick or choose the workforce business will require based on the organizational structure managers created. HR selection not only makes it simpler to locate qualified employees but also helps prevent wasting labor. The business may select workers that can meet the requirements for employee recruiting (Kulkarni et al., 2015).

Employee recruitment that is tailored to the requirements of the business will save operating expenses. Because the employees chosen are in line with the business's requirements, corporate expenses may be maintained to a minimum (Didier et al., 2021). HR management is carried out not only for the short term but also for the long term, and plans for the recruitment of permanent workers to replace those who are no longer productive must be considered. The business may develop, train, and assess the work of the SME's workers once the business finds people who are a good fit for the requirements. Evaluate whether or not an employee's job is excellent; HR management is heavily affected by their performance over time. They must be trained on what they will be doing before they begin working. When there is much competition for small and medium-sized companies, HR management for MSEs is extremely helpful for both company executives and workers (Kruskal et al., 2021).

Employees must be well understood in all areas. It is vital to know how employees are functioning after numerous periods of employee assessment. HR management in SMEs has a significant impact on the company's potential, whether it is being operated or not. Of course, if management is well-organized, what is anticipated will be met. Small and medium businesses need not just talents but also human resource planning and management. Many SMEs are presently being created, effective business planning and management are unavoidable (Gambardella & McGahan, 2010).

3.1. Purpose of HR Development

HR development strategy is a strategy for improving the quality of human resources and increasing their capacity to work. Also, the business should be loyal to the business. Human resource development is necessary for a company's long-term survival and dynamic growth. Because human resources are the essential aspect of any business, companies that succeed recognize the significance of HR development plans and know the steps that must be taken. An employee's connection with the company's leadership is more than just a professional relationship. However, they do engage with each other on a human level. As a result, human resource development may be utilized as a form of gratitude for a corporate leader to workers in a humanistic sense. Education is one factor that may help develop human resources (Watson III, 2020).

3.2. Planning for HR Development Programs

If a well-planned HR development program complements the HR development strategy, it will be successful. As a result, it is anticipated that it will assist in achieving the aim of generating high-quality human resources. Planning for human resource development programs includes many goals, including determining employee quality. Ensure that workers are available today and in the future. Reduce the number of mistakes made during the execution of job activities. Assist in the coordination process in order to maximize staff performance. Avoid having an overabundance or underabundance of personnel. Establish business as a go-to person for doing job-related activities. Serve as a framework for deciding on a recruiting, selection, and employee disciplinary program. Establish a solid framework for the execution of employee evaluations (Hadi & Supardi, 2020).

3.3. Steps in Making an HR Development Program

How does a business put together a well-thought-out HR development program? The stages to creating a well-planned and well-planned HR development program are as follows: The first stage is to identify and create the goals, objectives, and priorities for the necessary human resources. It creates rules that encourage program socialization until HR development initiatives are implemented—projecting human resource availability or estimating the number of workers required while considering future employee requirements—organizing staff skill development programs. Once the stages mentioned above for creating an HR development program have been completed, it is good to assess it first. This level of assessment relates to the phases that have already been completed. This is used to determine if the proposed program will be effective or whether it will need to be revised to improve future HR development initiatives (Dirani et al., 2020).

3.4. Small business HR Development Strategy

The following are HR development methods that the business may implement: Allow each employee to express his or her unique thoughts and ideas. Employees contribute to the development of a business or serve as the organization's driving wheel. As a result, each employee's thoughts and ideas must be acknowledged and considered. Rewarding workers to encourage other employees to improve was essential. This will subsequently make a significant contribution to the company's development—organizing staff training programs. There are a variety of HR training and development options available. Some examples are skill training, retraining or retraining, cross-functional training, team training, and creative training. HR development attempts to create and generate excellent people with the skills, talents, and loyalty to carry out their job in a business (Telyatnikova et al.,

2020). Many businesses compete for excellent employees in today's technology age, and an HR development plan is critical. The company's most valuable asset is competent personnel. As a result, all employee-related issues should be handled appropriately. HR software will assist businesses in realistically implementing contemporary HR management.

3.5. HR Productivity Improvement Strategy

MSMEs, or Micro, Small, and Medium Enterprises are genuine sectors that may endure in the face of macroeconomic changes that lead to technological disruption. MSMEs have become one of Indonesia's most significant economic foundations. Although an MSME has fewer workers than a big corporation, this does not imply that it needs skilled human resources (HR) to compete in today's market. MSMEs' success depends on having competent human resources and being globally competitive. As a result, HR management is required so that each employee may contribute effectively to MSMEs (AM et al., 2020). The state-owned retailer PT Sarinah (Persero) expressed confidence in its ability to survive in the middle of the digital world's rapid development. Staff continues to work with partner Micro, Small, and Medium Enterprises to achieve this goal (MSMEs). Sarinah Lies Permana Lestari, the party's retail director, said that her party is confident in its ability to confront the digital age. Sarinah has provided an e-commerce platform, after all. Because we have grown our company via the e-commerce platform, we are hopeful that this year will be better. That is another method we react to technology advancements and boost product sales (Li et al., 2020).

The government's strategy to promote the growth of MSMEs is extensive, as shown by the considerable funding set up for boosting capacity building via training. However, these initiatives have not been successful in helping MSMEs improve their global competitiveness (Niethammer, 2013). MSMEs today account for 88 percent to 99 percent of all existing businesses, with a 30 to 53 percent contribution to GDP. However, when measured in exports, MSMEs play a minor role compared to other ASEAN nations, accounting for less than 29% of total exports. Because MSMEs are scattered throughout 77,707 villages, the government must actively assist them by making licensing simple in major cities and rural regions. It is essential to develop a unique e-commerce platform to assist MSMEs in marketing their goods. Products that fulfill the requirements will be included on the site and may serve as a model for marketplace participants offering MSME goods. MSME goods will be left behind if they are not developed as they are now. Particularly now that consumer behavior is shifting toward internet purchasing. The government is being urged to maintain close contact with the idEA, an organization of e-commerce businesses (Maksum et al., 2020).

To date, the proposed Government Regulation for e-commerce has prioritized MSME goods, and it has been debated since 2015. The RPP debate is continuing and is anticipated to be finished soon, given the digital era's fast growth. The government is working to increase the number of domestic goods available for sale on the internet. The government is also being urged to give tax breaks to e-commerce companies. Minister of Finance Regulation No. 210/PMK.010/2018 on Tax Treatment of Trade Transactions via Electronic Systems was issued to govern the expansion of e-commerce in Indonesia and promote digital economic growth. The government still needs to research the digital economy's industrial environment to offer more tailored incentives (Barkatullah, 2018).

3.6. Not quite on target

The government's strategy on helping SMEs is still off the mark and overly broad, failing to address the different requirements of SMEs. As a result, the first stage in developing an MSME program is to identify the challenges that MSME players confront, so that future MSME programs are better tailored to their requirements and more helpful (Pachouri & Sharma, 2016). Training programs designed for MSME players that are not relevant to their business objectives cannot be utilized. Today's MSME players' primary challenge is learning and using proper technologies that might boost MSME production. This is done in order to improve the quality of MSME goods and to be able to predict demand with greater quantity. Some MSMEs still shape their goods using manual equipment that is very precise. As a result, the government's working capital should be delivered in technology or more sophisticated machinery. Of course, a more thorough examination of technological requirements and the appropriateness of their knowledge skills are required (Freeman, 2015).

Other issues, such as the growth of product branding via social media, have become an alternate means of marketing for MSMEs as information technology has progressed. The government should instill in MSME owners the value of building a brand to help them break into new markets. They begin to understand how to interact with customers, value their goods, and develop new items. The policies implemented by the Ministry of Cooperatives and SMEs in 2015-2019 are directed to increase productivity, feasibility, and added value of cooperatives and MSMEs so that they can grow to a larger and competitive scale, taking into account the challenges and targets of developing cooperatives and SMEs in the future and referring to the direction of national policies and in the field of SMEs and cooperatives in 2015-2019. The policy direction for enhancing human resource quality is carried out in various strategic stages to improve MSMEs' competitiveness (Bozkurt et al., 2020).

They are increasing the competitiveness of MSMEs through increasing the capability of MSME human resources in the areas via training and support, including stakeholders such as the local government, businesses, and academics, and developing an entrepreneurial spirit via a successful and long-term company (Harini et al., 2020). MSMEs are being strengthened by focusing on enhancing their performance and competitiveness via programs, activities, and outputs that must be executed through integration and collaboration in the planning, implementation, data, and information processes. The program's execution must be inclusive, with equitable access and opportunity for MSMEs in mind. Strategic partnerships and collaboration with bilateral and multilateral cooperation based on mutualism symbiosis assist the execution of plans and activities. HR management is a component of the organization's Planning, Organizing, Actuating, and Controlling process, aiming to improve performance and achieve optimum outcomes. Good and well-directed HR management for SMEs is required to accomplish this objective. Create a flexible organizational framework for SMEs. When MSMEs start to grow, the correct key person changes the organizational structure based on their expertise. Give them the power to feel accountable and devoted to the organization (Susilowati et al., 2019).

IV. Conclusion

The purpose of this study has been answered where we have presented the results of our study on efforts to identify HR management strategies in improving the performance of small businesses in the current disrupted era of the Covid-19 pandemic. Searching for data through electronic systems has helped us find several data related to the theme of this study. We involve a coding study application system and evaluation and draw conclusions that answer the objectives and questions of this study with the principle of high validity. As for the results, among others, that HR governance has been small, almost the same as the management of large businesses, where the emphasis is on business goals, some strategies that increase the productivity of small businesses, competitive development strategies still have steps and stages of developing HR, have a transparent planning system and supervision so as not to deviate from the business objectives. Thus, this small business review study hopes that the findings of this study will serve as additional reference material for efforts to increase small businesses through strengthening competitive and productive human resources.

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