

4-25-2021

How COVID-19 Has Changed the Policies, Practices, and Behaviors of the Workplace

Soha Huq

Follow this and additional works at: <https://huskiecommons.lib.niu.edu/studentengagement-honorscapstones>

Recommended Citation

Huq, Soha, "How COVID-19 Has Changed the Policies, Practices, and Behaviors of the Workplace" (2021). *Honors Capstones*. 620.
<https://huskiecommons.lib.niu.edu/studentengagement-honorscapstones/620>

This Dissertation/Thesis is brought to you for free and open access by the Undergraduate Research & Artistry at Huskie Commons. It has been accepted for inclusion in Honors Capstones by an authorized administrator of Huskie Commons. For more information, please contact jschumacher@niu.edu.

NORTHERN ILLINOIS UNIVERSITY

How COVID-19 Has Changed the Policies, Practices, and Behaviors of the
Workplace

A Capstone Submitted to the

University Honors Program

In Partial Fulfillment of the

Requirements of the Baccalaureate Degree

With Honors

Department Of

Management

By

Soha Huq

DeKalb, Illinois

May 2021

University Honors Program
Capstone Faculty Approval Page

Capstone Title (print or type)

How COVID-19 Has Changed the Policies, Practices,
and Behaviors of the Workplace

Student Name (print or type) _____ Soha Huq _____

Faculty Supervisor (print or type) _Mahesh Subramony

Faculty Approval Signature



Department of (print or type) _____ Management

Date of Approval (print or type) _____ 04/21/2021

Date and Venue of Presentation

Check if any of the following apply, and please tell us where and how it was published:

Capstone has been published (Journal/Outlet):

Capstone has been submitted for publication (Journal/Outlet):

Completed Honors Capstone projects may be used for student reference purposes, both electronically and in the Honors Capstone Library (CLB 110).

If you would like to opt out and not have this student's completed capstone used for reference purposes, please initial here: _____ (Faculty Supervisor)

HONORS CAPSTONE ABSTRACT

The purpose of this capstone is to determine the types of changes stemming from COVID-19 in Human Resource Management and their permanence across four different specialties of HR: staffing, performance-management, training and development, and benefits. From there, the study aims to observe other changes in HR's wellbeing and value in the workplace to aid current and future HR professionals in their career paths. This study intends to review only the work of HR professionals in their work with employees, as well as the state of HR professionals themselves. Research methods include a literature review of observed changes to HR's function and level of responsibility as well as a primary investigation of HR professionals' observations via a voluntary survey. Limits to primary research include sampling errors from collecting responses via LinkedIn as well as a limited sample size. Overall, this study indicates an inexorable shift to virtual task completion, scrutinization of performance measurement standards, and greater emphasis on distributing compensatory benefits. HR professionals are confident in the value of their work and believe that their responsibilities will expand in a post-pandemic world.

Abstract

This study aims to observe and analyze the changes in Human Resource Management due to the COVID-19 pandemic. Investigating these changes requires a study on different specialties of HR to contrast their function before and during COVID-19: staffing, performance-management, training and development, and benefits. First, a literature review made clear certain trends within the role of HR in the pandemic. The greatest change is the prevalence of remote work operations and its consequences on different aspects of HR. Much of the curated literature noted that HR practices were stilted and in need of serious review to address the concerns of organizations and their employ. According to a primary research conducted on HR professionals via a survey, HR remains highly valuable to organizations. Professionals acknowledge, however, a need for change in measurements, appraisals, and communications with employees in order to retain top performers and continue bringing value to organizations. Employees, while they have not suffered significant loss of performance, may struggle to find opportunities to engage in their work. HR must thus develop ways to collaborate more with employees to cultivate a desirable work environment in spite of stressors of COVID-19.

I. Introduction

COVID-19 has wrecked significant changes in the relationships between employers and employees, and none is that more evident than in the changes enacted in Human Resource departments. HR's responsibility is to "keep employees healthy; maintain their morale; oversee a vast remote-working experiment; and... consider whether, when and how to lay workers off" (The Economist, 2020, p. 2). As organizations incorporate telecommunication options and flexible working hours, HR has had to pivot itself to meet the tide of changes in the workplace. The greatest change, work-from-home options, seemingly obfuscates several HR functions. Employees must manage themselves from their homes, complicating performance management and appraisal. Telecommunication dilutes communication; employees are unable to develop camaraderie with coworkers. This in turn could undermine efforts to develop teams and take advantage of teams' benefits of critical thinking and goal-setting. Therefore, it is critical that HR demonstrate concern for employees' wellbeing and development. Likewise, organizations must also demonstrate concern for their HR personnel beleaguered by an inundation of work (Lewis, 2020).

This research intends to evaluate the changes and adaptations incurred in HR through the following specialties: staffing, which includes recruiting, selection, and placement; performance-management, which includes appraisal and feedback; training and development, which includes career development and succession planning; and rewards, which includes pay and recognition. Other relevant subjects helpful to know about are changes in diversity and wellbeing of HR professionals. The goal from this research is to then determine the permanence of those changes in the work of HR, making this study predictive in nature.

To evaluate those changes, this project relies on the following: a literature review of previous studies conducted on changes in HR; and primary research conducted via surveying HR professionals for their perspectives on how their responsibilities have grown or changed since COVID-19.

II. Literature Review

This study makes use of secondary research obtained from NIU's Library resources and databases. Literature includes published studies, interviews, and reflections orbiting the topic of HR and its function from the onset of the pandemic in the business world to present day. The specialties of HR, for this research, include staffing, performance-management, training and development, and benefits. This research was essential to understanding how HR has adapted to function most effectively during COVID-19. From there, preliminary hypotheses were generated on which facets of HR changed the most. This also generated ideas on what types of questions to pose when considering the future of HR.

Human Resources, as a whole, aims to create value by sourcing and retaining individuals who best fit in an organization. From there, HR must determine ways to best retain employees through compensation and benefits fitting for an employee's position and performance. HR must also determine how to improve employee performance, whether that be through effective appraisals, training modules, or an inviting culture. Ultimately, HR is responsible for the wellbeing of employees, a task made more daunting in the risks posed by COVID-19 to the working world. HR may find itself split between developing the prowess of its employees through training and performance appraisals and maintaining those employees, whether that be

through job security or fair compensation. The pandemic itself may strain the activities of HR, which must currently contend with a myriad of changes to how it executes its functions and interacts with employees. To best describe those changes over HR as a whole, this study will review the department through four functions: staffing, performance-management, training and development, and rewards.

1. Staffing

Staffing refers to an organization's commitment to onboarding new employees to an organization and deciding which applicant from the pool would be the best "fit" in the organization. From there, HR must decide how to place an employee within the organization. Internal employees may also change roles within the organization, whether that be through promotions or horizontal transfers. It is critical that HR secures individuals with the most potential to fit in the organization, or else it risks incurring costs through a faulty selection process that staffs the organization with mediocre performers. Staffing thus comprises recruitment and selection. Recruiting involves strategies to attract desired candidates into the organization. It requires that HR conduct valid job analyses of positions so that best-fitting applicants will apply for the position. Selection, which is related to recruiting, refers to the ability of HR to choose from its pool of applicants whom to employ. This requires HR to determine the reliability and validity of its selection criteria so that it can conclude its measures are reflective of the job (Raphael, 2002).

One of the greatest changes posed by COVID-19 to staffing is the increase of virtual onboarding processes (Bingham, 2020). Organizations have realized the costs saved through virtual hiring methods over traditional ones, like visiting career fairs or college campuses

(Partida, 2020). Cost-saving is of even greater importance in a work environment where many employers have relied on furloughing or laying off employees to keep businesses afloat. According to the Bureau of Labor Statistics, roughly 9.9 million individuals in the U.S. remain unemployed, while another 1.3 million had a job but were not currently working (2021). Still, HR professionals have increased recruiting measures in certain industries, such as grocers' where demand has reached a high. Other industries, such as hospitality, struggle to operate in compliance with COVID-19 safety measures (Hancock & Schaninger, 2020). Online recruiting and selection methods have also stressed the importance of digital literacy in HR managers: software specializing in selection has rapidly expanded in the years before and during COVID-19, from resume checks to social media profiles (Patton, 2020). This projection is a natural consequence as more HR functions turn to automation to expedite the selection process. Recruiting, meanwhile, has adapted to consider compliance to COVID-19 safety measures. Some organizations, notes Patton of HR Executive, rely on video conference options to give virtual tours of offices (2020). Video clips also remain a popular option for recruiters to showcase the perks of an organization.

Ultimately, when asked about their opinions on long-term changes to staffing, HR professionals report that flexibility in hiring and releasing employees will likely increase in importance; this indicates that new hires themselves must assess if they are a good fit within their new organization (Patton, 2020). Business consultants also anticipate the creation of new positions in response to inadequacies emphasized by COVID-19 (The Economist, 2021). Applicants and HR must also familiarize themselves with virtual onboarding measures organizations will likely espouse as a cost-efficient way to source and select talent, making digital literacy a must (Sivanandam, 2020). While HR will retain its typical methods of assessing

the validity of predictors in job-performance, staffing itself will continue to computerize in a post-pandemic work world.

2. Performance-Management

Performance-management refers to HR's ability to appraise employee performance and deliver feedback effectively. Feedback is critical to employee development and compensation, making this facet of HR a bridge between training for performance deficiencies and accompanying rewards. Biases may color appraisals however, so it is crucial that managers measuring employee performance exercise awareness of their prejudices. Strong feedback is consistent, creating a flow of communication between employee and management to remedy grievances, address deficiencies, and set goals. However, employees cite poor communication inhibiting the efficacy of HR. According to a survey conducted by the Society for Human Resource Management, when asked which areas HR managers could improve in, 41% of employees stated communication was lacking (The HR Specialist, 2020, p. 8).

Performance-management is a contentious area of HR. With the complications posed by stay-at-home orders and virtual workspaces, HR finds this ability further impeded by external factors and may automatically assign employees with high performance rankings, such as with Facebook (Barrett & Wigert, 2020). According to Lori Holsinger of Mercer, however, such measures could run the risk of future liabilities if an employee who "performed" well according to their inflated appraisal is then released for actual poor performance (Starner, 2020). COVID-19 has ultimately rooted out performance management measures as stagnant and inflexible. To make performance-management work for employees, HR must encourage employees to manage

themselves and their workload. Gallup stresses the importance of consistent communication, often touted in the workplace yet put to the wayside (Barrett & Wigert, 2020). With more frequent communication comes more ways to measure performance. Employees cannot, and should not, be monitored as easily from home; justification for the latter is to prevent breeding discomfort which could impair loyalty to an organization. Instead, recommends Michael Schrage of MIT Sloan, organizations should provide access to data-driven software allowing employees to discover how they spend their time (2020). From there, HR must maintain an “ongoing conversation” with employees to track how work is accomplished and how employees can set and achieve goals (Barrett & Wigert, 2020). Individual performance-tracking and goal-setting, argues HR consultants, can mitigate the detrimental impact of working from home and incentivize employees to engage fully with their work (Bumstead, McLean, & Moses 2020).

Overall, the pandemic has demonstrated a need to overhaul stagnant performance measures by linking productivity with accountability. According to a similar study describing changes in HR due to COVID-19, HR professionals should also include efforts to abate “isolation anxiety” aggravated by work-from-home arrangements (Sivanandam 2020, p. 426). While the loss of a physical work culture could potentially offset performance potential, cultivating an inclusive environment can still encourage employees to achieve high performance standards. Having an active HR manager may also push employees to develop personal strategies for working from home.

3. Training and Development

Training and development refer to how HR prepares an employee for the initial position; from there, it addresses how employees refine their skill sets to indirectly improve their performance in their current position or in a future role. Adequate training ensures that employees understand the tasks requested from their positions. Should employees take advantage of development opportunities, then they may enjoy promotions, salary increases, or other perks intrinsic to improvement in performance. HR must thus assess the quality of its training programs by reviewing how employees perform once they have completed their required preparation for work.

The rise of digital skills for the remote workforce remains imperative for organizations to remain competitive, especially when cultivating a team environment conducive to developing business solutions (Hancock & Schaninger, 2020; McElgunn, 2020; Partida, 2020). It is a natural progression of training and development in the technology age, and COVID-19 has augmented that imperative. According to a survey conducted by PwC, 69% of financial service organizations, largely resistant to changes, anticipate that 60% of their employees will work from home in some degree long-term (Lytle, 2021, p. 69). Work-from-home arrangements are commonplace: in a survey conducted by Oxford Economics and SHRM, 64% of HR professionals predict employers will promote greater flexibility in remote work option (2020). Subsequently, organizations must train employees in digital and cyber skills as remote work options become the likely norm.

HR has also anticipated the need to train more for soft skills, such as time management and productivity. Developing leaders also remains a critical concern for HR professionals. As noted, work-from-home arrangements stymie efforts to cultivate a work culture fostered by in-

person operations (Lewis, 2020; McElgunn, 2020). Without a meaningful connection with the organization, employees may suffer from isolation, and thus, disenchantment with their work (Klimchak, Bartlett, & MacKenzie, 2019). This could disrupt attempts to develop employees long-term into future leaders of the organization. To remedy an erosion of culture and its impact on development, SHRM recommends that HR professionals to coach new-recruits on refining their skillset. Mentorships translate easily in an online format; HR professionals can simply create video conference groups to engage with the employee base (Gurchiek, 2020). Portraying developmental opportunities as a chance to showcase learning is a captivating spin to development already adopted by several organizations. Using training as a way to connect employees with one another is another way for HR to add bifurcated value to its organization: first, by incentivizing training and development, and second, strengthening an employee's bond to team members in their organization. A case study conducted on the National Bank of Bahrain noted the organization's commitment to developing employees' technical and soft skills. HR presented training modules on banking service skills and leadership characteristics to develop the capability of its workforce. According to the organization, time spent on training was a staggering aggregate of over 18000 hours in June of 2020. Ultimately, the organization enjoyed a boost in its performance, and its culture of resiliency has proven its inner mettle (Nevins, 2020).

4. Rewards

Rewards refer to compensation measures designed to distinguish employees for their exemplary performance. This includes both pay and benefits, another complexity made all the more nebulous by changes to the workplace, such as remote working. Rewards may also include intrinsic recognitions for employee contributions. Recognition is a highly motivating force

according to employees, with 96% agreeing that it “leads to a stronger workplace culture” (Newman, 2019, p. 11). However, employees are ambivalent about the level of recognition they receive from employers. In a survey conducted by Limeade to gauge employee wellness, 55% of employees reported feeling that their organization cared for their wellbeing (Mayer, 2021). Recognizing the efforts of employees leads to long-term commitment to an organization, which is a significant cost-saver for HR professionals who can avoid incurring costs on recruitment. Sue Bingham of Harvard Business Review stresses that “individual growth opportunities” are a way for HR to recognize and reward employees (2020, para. 20).

As noted when reviewing performance-management, HR will struggle linking rewards to performance. Flexible work-schedules, while much lauded by employees during COVID-19, can further complicate reward systems; virtual workspaces cannot replicate the effect a simple, verbal recognition in the public office exercises. HR professionals should thus consider how well a pay strategy fits into the current operations of the organization. If most employees enjoy flexible work arrangements, that in of itself could be a sought reward. Other concerns HR must consider are the stressors of those home environments; noted by Tom Starner, employees must balance their work with home obligations, such as childcare (2020). Therefore, a flexible pay schedule is critical to accurately paying employees without overburdening the finances of the organization. Recognitions, meanwhile, must be more frequent and specific; the former can help foment an employee’s trust in the organization, whereas the latter ensures that recognitions are not indiscriminate of actual achievements.

5. Hypotheses on Changes in HR

The literature review conducted on the changes observed and encouraged within HR focus on the likelihood that remote working and telecommunications will increase in use. This implies a greater focus on digital skills, as well as soft skills such as accountability. The hypotheses proposed on the results of the survey are not mutually exclusive. It is likely that these proposals will blend together or be otherwise indistinguishable from another. They are predictive in nature while focusing on the actual circumstances of HR management. Thus, the hypotheses developed are as follows:

Hypothesis 1: HR professionals will adjust pay and reward systems permanently to consider the complications posed by work-from-home arrangements which could partially obfuscate performance-management.

Performance appraisal can readily adjust so long as it becomes more frequent. However, the efficacy of appraisals may be inconsistent across organizations; a blanket approach may be unsuitable depending on how much of an organization's employees work remotely. Pay and reward systems thus will greatly change in the future to address flexibility in work hours. HR professionals may also anticipate a rise in employee inquiry on the nature of their benefits.

Hypothesis 2: HR professionals will increase efforts to train and develop employees to address the focus on soft skills and digital skills. This means HR professionals will encourage greater investments in employee development. New positions created in response to COVID-19 will likely exist and be staffed by internal employees.

COVID-19 has likely halted efforts of HR to develop and train employees when employees are most in need of refined skillsets. However, this may indicate that HR professionals will be more willing to invest in training and development opportunities in the future. When sourcing talent, HR may look less for an applicant's already-existing skills and more for an applicant's readiness to receive training and development. HR professionals will also make more note of leadership characteristics in the workplace as a way to select internal employees for promotion.

Hypothesis 3: HR professionals have, overall, observed an increase in their responsibilities; thus, they must find new opportunities to develop their skillsets to continue providing value to their organization.

HR professionals' responsibilities have expanded greatly, whether that be through more interaction with employees or enlargement of their tasks, leading to a two-fold effect on their wellness. First, HR professionals may feel that their work is highly valuable. They may also enjoy great job security augmented by the pressures of COVID-19. However, HR professionals may report higher levels of stress in work and work-life balance. As managers, HR professionals must demonstrate significant leadership skills, but a lack of support from the organization may undercut those skills. It is therefore critical that HR professionals take advantage of opportunities to develop their HR acumen.

III. Methodology

1. Research

The majority of research articles were curated through the Northern Illinois University library databases. Articles range from before the onset of COVID-19 to the year 2021 to juxtapose the approaches of HR. This also allows the study to define the disciplines of HR consistently when describing them in the research paper and discussing them in the survey.

2. Conducting Primary Research

While this research relies on work conducted by previous studies, it also makes use of some primary research to help contextualize and emphasize the observations made by HR researchers. Primary research would also be a necessity in conducting basic data analytics on trends of changes to HR and its disciplines. For this study, primary research consisted of a survey asking for HR respondents to describe changes in the workplace and their wellbeing. From there, data analysis highlighted potential correlations and corroborated existing suppositions on the nature of HR and its relevance to the work world.

Creating Survey

After completing an initial literature research, a survey was drafted with the guidance of the faculty mentor. To address the variety of HR functions, the survey comprised of the aforementioned disciplines investigated. The survey also included a section on diversity in the workforce in response to renewed interest in social matters. These included questions on how

hiring practices may change to onboard a more diverse pool of applicants, how much an organization will prioritize sensitivity over current events, and other questions of a similar slant. Another section included asked respondents to reflect over their wellbeing and their self-perceived value. This section was necessary for this research since it helps the researcher determine whether COVID-19 has overall strengthened or debilitated the value of HR. These questions included prompts asking about stress levels, efficiency, and workloads. Prompts consisted of multiple choice responses and sliding scalars. Each question scaled from 1-5, with 1 denoting either low satisfaction, high disagreement, or absolute uncertainty, and 5 indicating high satisfaction, high agreement, or absolute certainty.

Once reviewed by the faculty mentor, the survey required approval from the Institutional Review Board (IRB) since it required contact with test subjects in a limited capacity. The survey itself was loaded into Qualtrics via NIU's technology services and would become available for participation after approval. The IRB approved the study as an exempt research study on April 13, 2021. The survey was later opened to HR professionals to collect responses.

Collecting Data

This study aimed for at least 20 participants—while 30 is generally the minimum number for most research studies, 20 was the aim due to the delay in approval. The pool of participants were HR professionals on LinkedIn. Participation in the survey was voluntary, and the LinkedIn post encouraged participants to further disseminate the study through their own connections across different industries. All respondents were HR professionals, though some specialized in HR disciplines such as diversity training and benefits. Responses were collected on Qualtrics, and

reports were generated for data analysis. At the end of the week-long survey collection, 28 HR professionals responded with their observations and reflections over their careers.

IV. Results

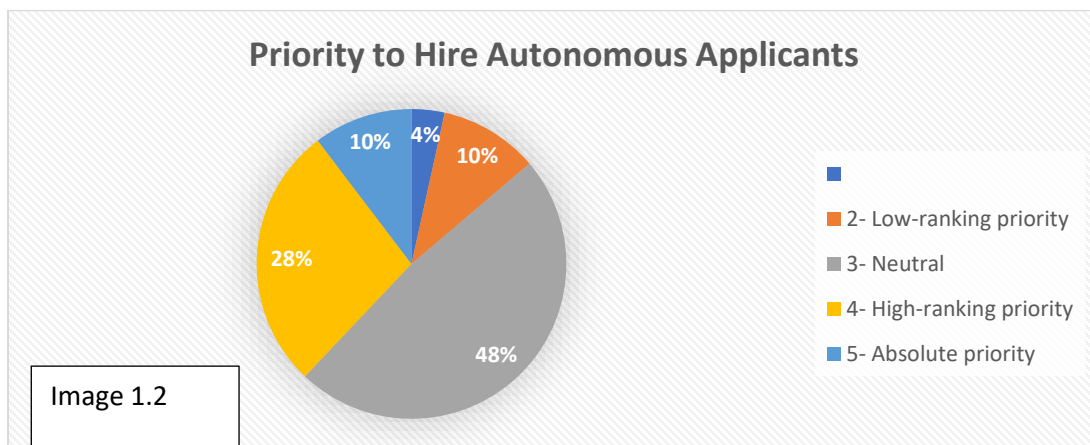
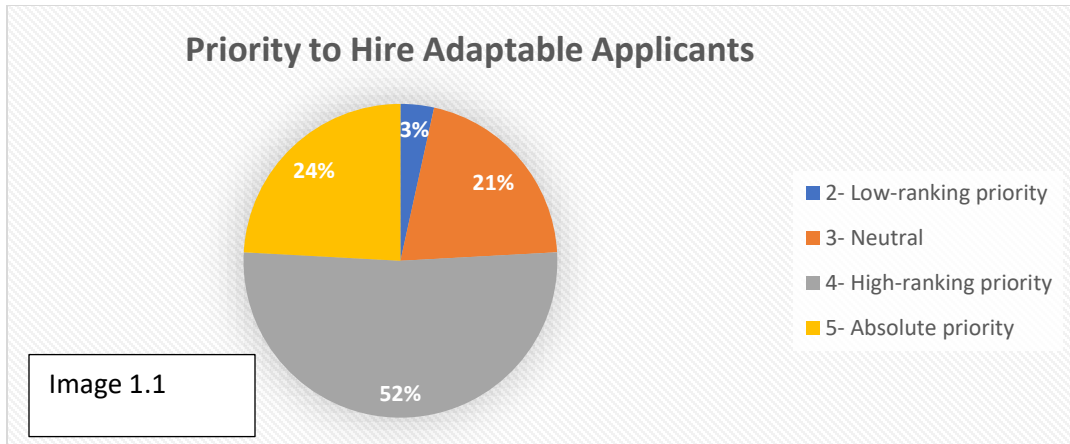
All respondents to the survey were HR professionals who voluntarily participated in the survey.

This study reported this data in aggregate to preserve the anonymity of respondents. Graphs were built using Microsoft Excel to compare the dispersion of responses.

1. Staffing

The survey posed questions asking HR professionals their observations on what their organization prioritizes most in applicants. In response to the pressures of COVID-19, HR professionals cite a need to hire applicants who are adaptable to a constantly changing work world. Considering the numerous changes wrought by COVID-19, applicants who can learn and adjust quickly are the quintessential hire for HR professionals.

In contrast, in image 2.2, HR professionals are not as concerned over employee autonomy: denoted in the survey as a need to hire employees who do not require significant supervision. The mixed results for the prompt contrasted the initial literature review which stressed a need to develop employees to demonstrate autonomy and accountability. This could be the result of an array of HR professionals responding from a diverse collection of industries requiring different levels of supervision over employees.



From the literature review, HR professionals indicated a need to develop new corporate positions to address deficiencies apparent under COVID-19. Anticipation of such a future need was mixed; while 55% of respondents agreed, another 45% were either neutral or disagreed in image 1.3. However, HR professionals in image 1.4 also did not anticipate any drastic cuts to positions available after COVID-19.

My Organization will Likely Create New Positions After COVID-19



Image 1.3

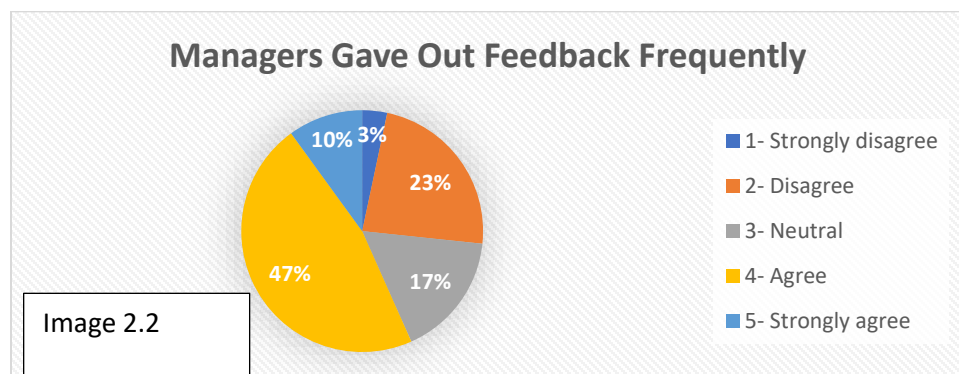
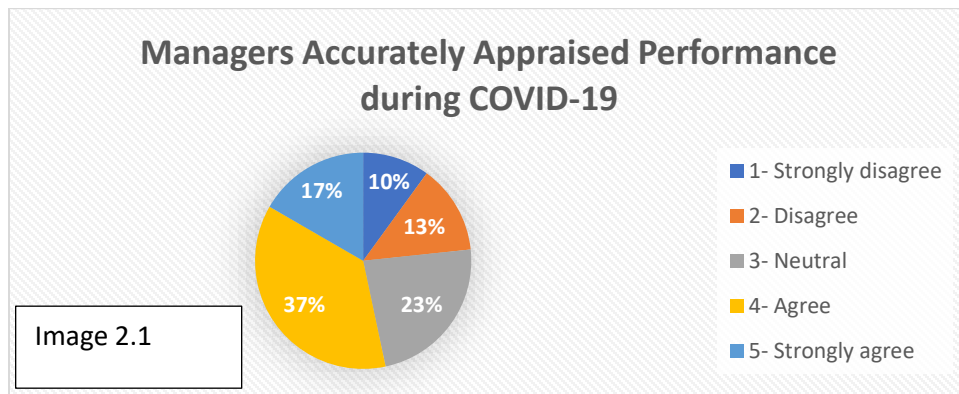
My Organization will Likely Reduce Positions After COVID-19



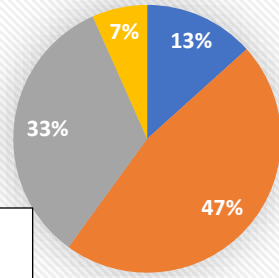
Image 1.4

2. Performance-Management

Performance-management was likely to be a great challenge for HR professionals requiring revisions to the format to address weaknesses in observation and appraisal. According to the gathered data, roughly half of HR professionals believe that they or lower-level managers appraised performance. Roughly the same amount of HR professionals in image 2.2 believe that they gave out frequent feedback to employees during COVID-19. Despite the mixed reflections over feedback and appraisal, HR professionals are either unsure or disagree with the statement posing if employee performance has suffered overall, according to image 2.3. While none indicated why there were no regressions in performance, HR professionals in the study predict that their organization will have developed new methods of performance-management and appraisal due to the changes caused by COVID-19.



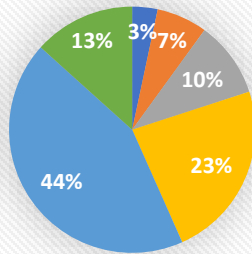
Employee Performance Has Suffered Overall



- 1- Strongly disagree
- 2- Disagree
- 3- Neutral
- 4- Agree

Image 2.3

My Organization Will Have Developed New Ways to Manage Performance and Deliver Feedback

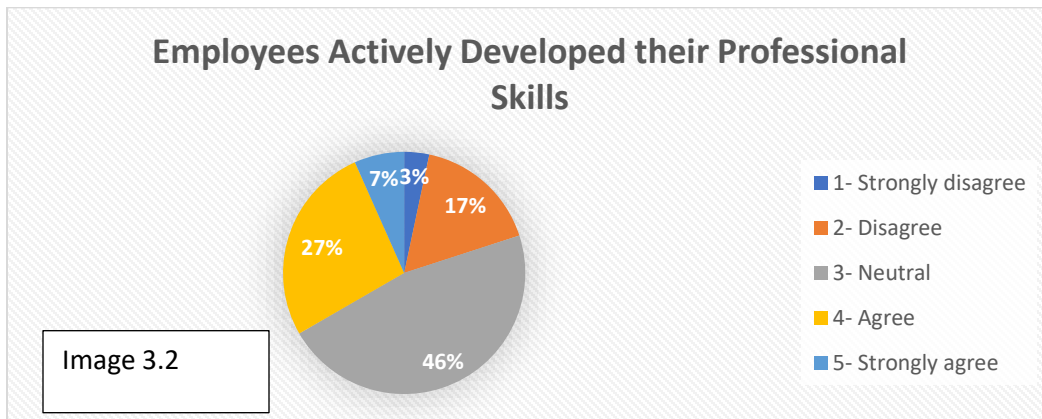
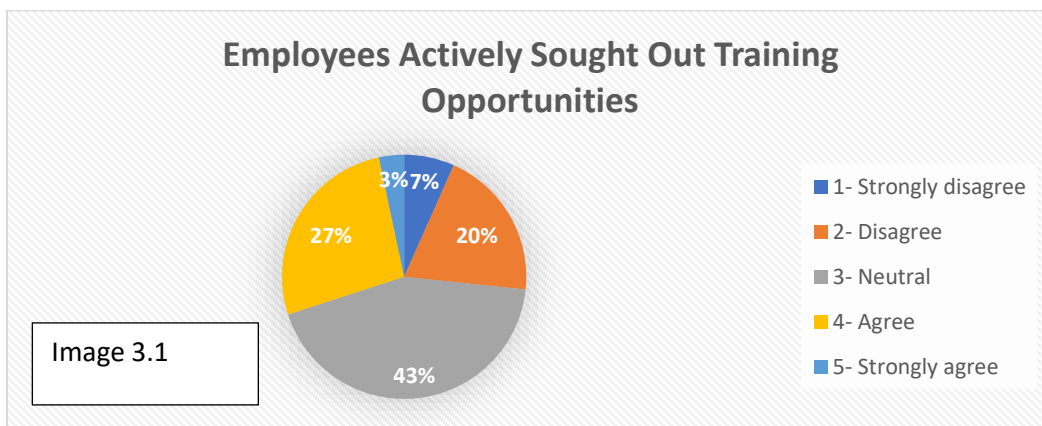


- 1- Strongly disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly agree

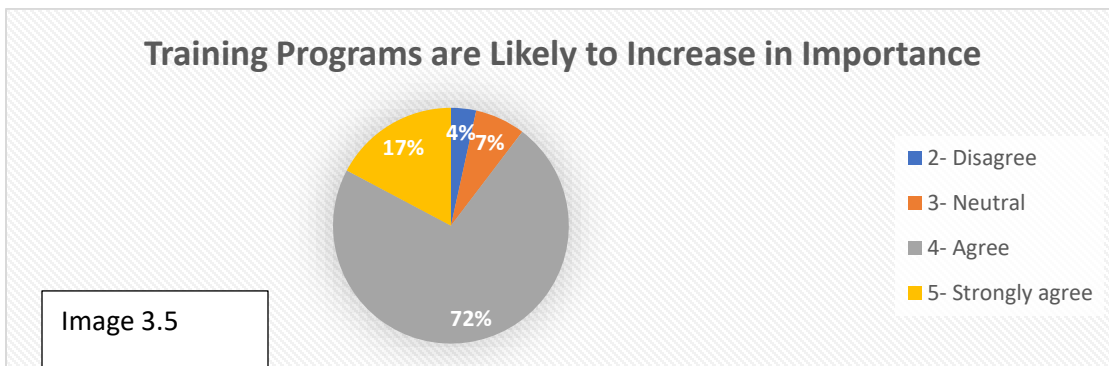
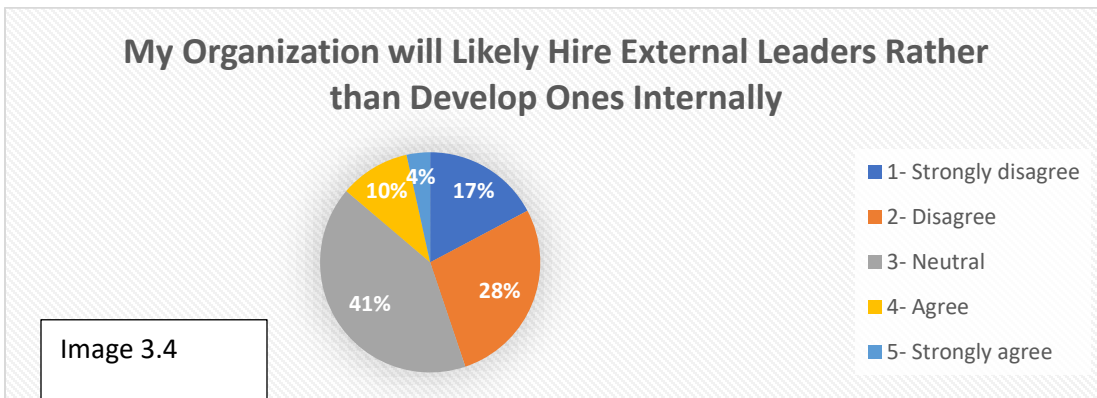
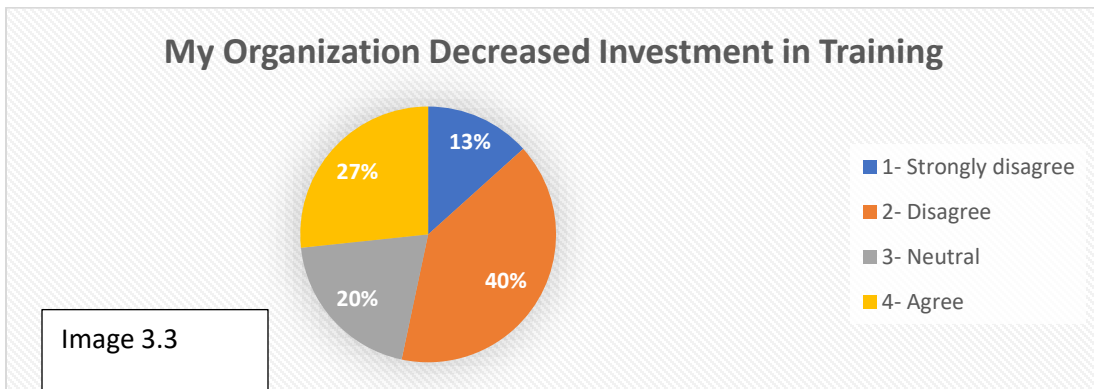
Image 2.4

3. Training and Development

During COVID-19, HR professionals have noted that training and development opportunities have drawn back: a significant proportion of respondents in image 3.1 and image 3.2 are neutral or unsure of the depth that employees seek out opportunities for training or professional development. This may be due to work from home arrangements that complicate performance observation or in-person check-ins.



In contrast, HR professionals are comparatively more assured in training and development programs within their organization. 53% of professionals disagree that their organizations have cut down on training investments, despite their significant costs. These programs are likely to increase in importance in the coming years as a result of rising skill deficiencies.

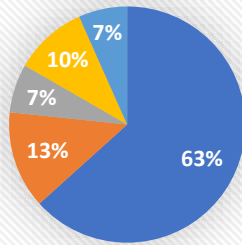




4. Rewards and Benefits

Research from the literature review encouraged creative ways to engage and reward employees without exacting harm on them by reducing wages. As noted by responses in image 4.1, 76% of HR professionals have not observed salary reductions in the workplace. However, in 4.2, 63% have not observed any changes to pay structure since COVID-19. In image 4.3, 43% report that employees who have received more work have not enjoyed increased compensation for more responsibilities. This perhaps leads HR professionals to anticipate new ways to reward employees in the future to retain them in the future. While 50% of respondents in image 4.5 also note that employees prefer working from home, 37% are unsure if employees are compensated in accordance to performance from home, while another 37% disagree, according to image 4.4. 65% of respondents state that their organizations are likely to seek new ways to reward employees for their performance. Some ways to reward employees could be granting them more flexible work hours, of which 59% of HR professionals state that employees prefer.

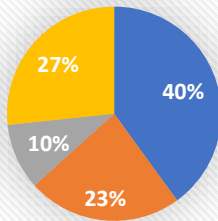
My Organization Has Relied on Temporary Salary Reductions to Remain in Operation



- 1- Strongly disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly agree

Image 4.1

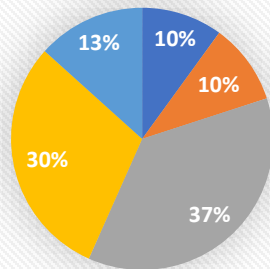
Since COVID-19, Pay Structure Has Changed to Reflect Changes in the Workplace



- 1- Strongly disagree
- 2- Disagree
- 3- Neutral
- 4- Agree

Image 4.2

Employees Have Accepted More Work Without an Increase in Wages



- 1- Strongly disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly agree

Image 4.3

Work-from-Home Employees are Paid Accurately for their Performance



Image 4.4

Employees Prefer Working from Home

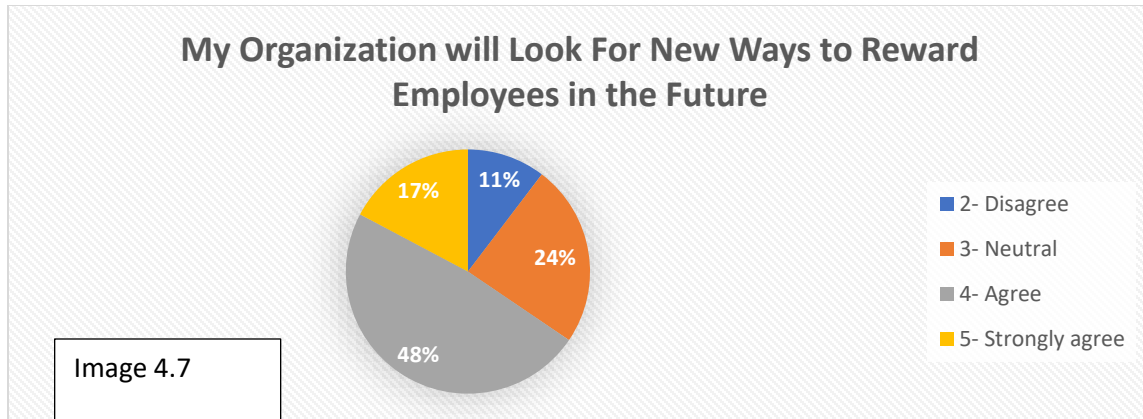


Image 4.5

Employees are More Likely to Desire Flexible Schedules Over Salaries

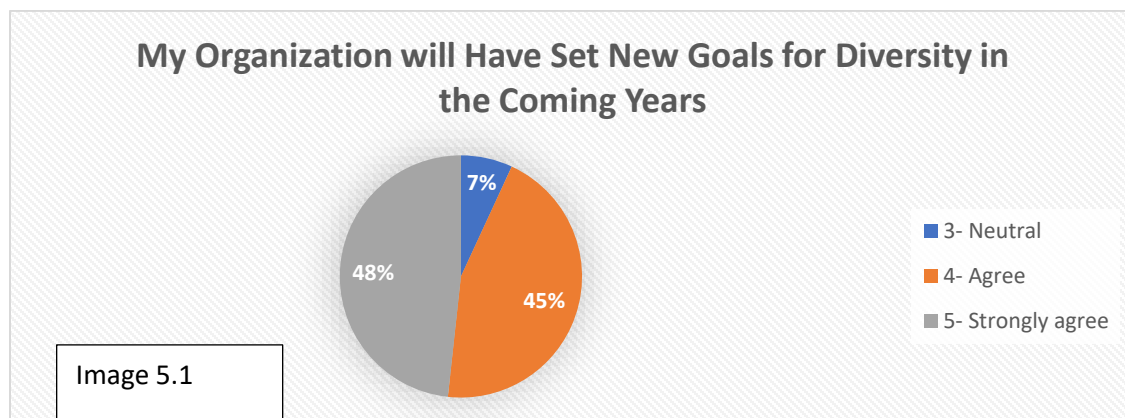


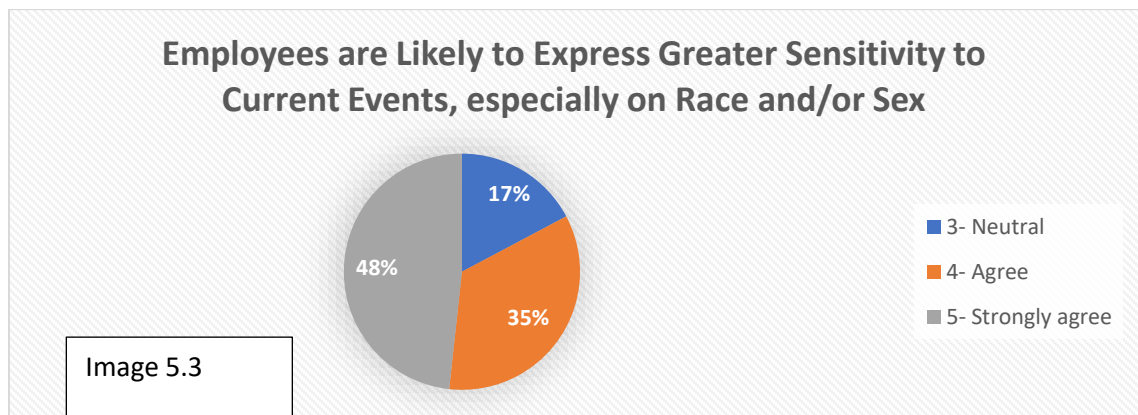
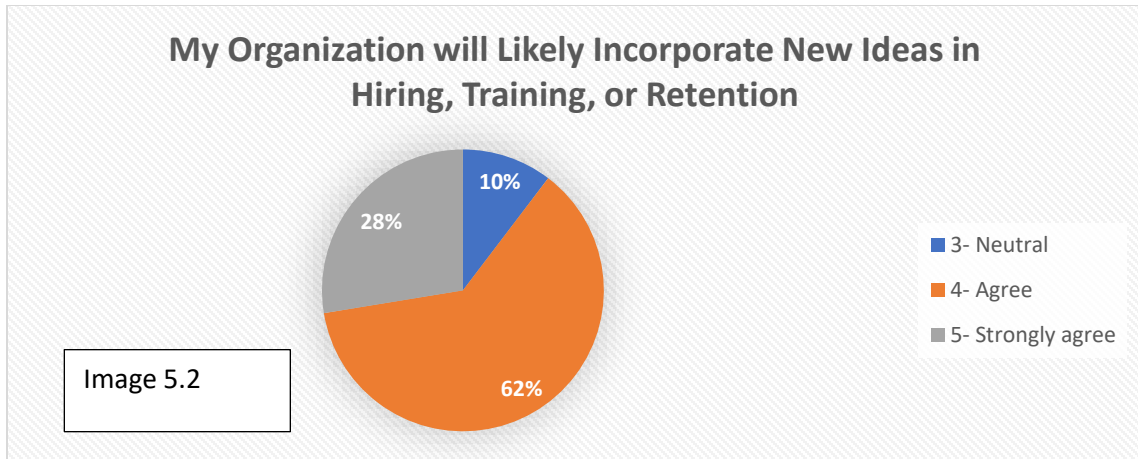
Image 4.6



5. Diversity

While diversity in the workplace was not a significant focus of this research, it was helpful to gather data on HR's opinions on diversity goals as these are likely to expand in the wake of political and social movements exacerbated by COVID-19. According to image 5.1, 45% of HR professionals believe that organizations will have new goals in diversity in the future. HR will likely incorporate new ideas in staffing organizations, and employees overall will express greater concern over social affairs in the future.





6. Wellbeing of HR

Finally, respondents ranked themselves and their relationship to their organization to gauge levels of stress, work-meaning, and other similar indicators that could demonstrate changes to HR's function. Unlike the previous sections of the survey, this requested that employees scale their opinions on an integer value. On average, HR professionals attribute high meaning to their work. Work-meaning increased during COVID-19 as HR responsibilities increased from 4.02 to 4.4 in image 6.1. HR professionals are confident in their job security; 75% anticipate working in HR for at least another 10 years, while another 18% anticipate working for at least another 4 years in their roles.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Before COVID-19?	2.50	5.00	4.02	0.83	0.69	28
2	During COVID-19?	2.00	5.00	4.40	0.85	0.72	28

Image 6.1: How Meaningful Do You Find Your Work?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	At your job.	2.50	5.00	4.08	0.71	0.51	28
2	At balancing life and work.	0.30	5.00	3.09	1.41	1.99	28

Image 6.2: How Effective Do You Believe You are at Your Job and at Balancing Life and Work?

1	True	1.90	5.00	3.77	1.00	1.00	28
---	------	------	------	------	------	------	----

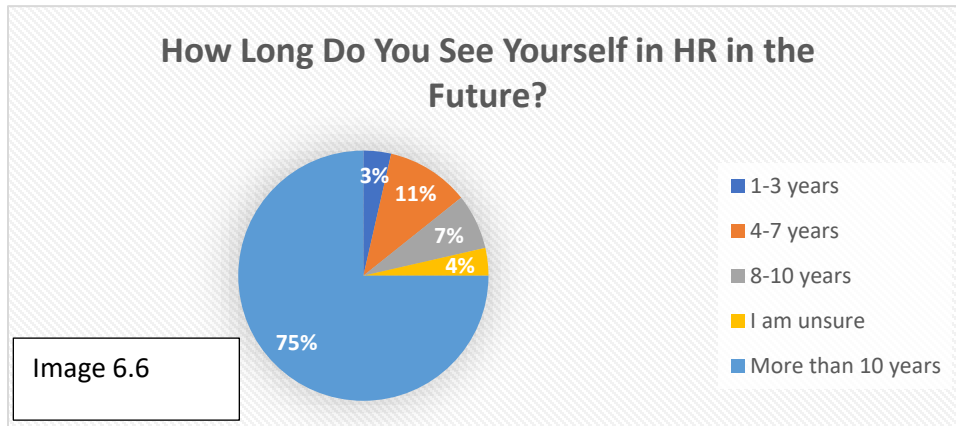
Image 6.3: How Much Support Do You Receive from Your Organization?

1	True	0.00	5.00	3.62	1.55	2.41	28
---	------	------	------	------	------	------	----

Image 6.4: Indicate Level of Concern Over Job Security
 Note that this metric was reverse scored; actual mean is 2.38, indicating a low concern over job security.

Image 6.5: Indicate Your Level of Stress on a Daily Basis

Note: this metric was reverse scored; actual mean is 1.2, indicating a low level of stress.



V. Analysis

Hypothesis 1: HR professionals will adjust pay and reward systems permanently to consider the complications posed by work-from-home arrangements which could partially obfuscate performance-management.

The literature review led to a prediction that HR professionals would note significant changes to pay structures and reward systems. Yet, according to survey responses, few participants reported actual changes; most did not even report a short-term change, such as a wage reduction.

However, participants gave a mixed report on the quantity and quality of performance observations and appraisals doled out during COVID-19. HR professionals are also unsure whether compensation is in accordance with productivity when working from home. This indicates that perhaps HR professionals may revisit the field of compensation, even if it has not yet sustained any significant changes. As work-from-home challenges the way HR measures performance, reward systems must adjust so that they remain incentivizing for employees. It is thus critical that HR professionals find unique ways to reward employees for high performance and goal achievements. Rewards may not even be monetary in nature; public recognitions may foster productivity in employees. Granting flexible work schedules to high-performers could also add value for an organization.

Hypothesis 2: HR professionals will increase efforts to train and develop employees to address the focus on soft skills and digital skills. This means HR professionals will encourage greater investments in employee development. New positions created in response to COVID-19 will likely exist and be staffed by internal employees.

HR professionals have admitted general uncertainty over whether or not employees independently seek opportunities to train and develop themselves. However, they are also confident that organizations will prioritize investments in training and development programs. Roughly half of HR professionals also anticipate the creation of new positions to address deficiencies in staffing, either due to overlooked needs for an organization or expansion of responsibilities overburdening existing roles. Researchers and HR consultants stress the need to train employees on their digital skills; as work-from-home options become the norm for business, HR professionals should continue to familiarize themselves with virtual solutions to recruiting, onboarding, and communication. By maintaining a consistent flow of communication between HR and employee, HR professionals can provide support when individuals may feel isolated from the camaraderie of an in-person office environment. HR professionals also anticipate a greater emphasis on using new measures to recruit and hire employees.

Hypothesis 3: HR professionals have, overall, observed an increase in their responsibilities; thus, they must find new opportunities to develop their skillsets to continue providing value to their organization.

HR professionals report finding high meaning in their work, especially in the wake of COVID-19 as responsibilities have increased. While respondents did not report on specifics of how they planned to develop themselves, the majority of them anticipate working within HR long-term; naturally, this predicates the need for HR to continue developing their skillset so they can continue providing value in the corporate world. HR professionals report feeling a moderate amount of support from their organizations; coupled with future investments in training, HR itself may receive greater support from their organizations as their workload expands in their

efforts to engage and appease employees. Respondents find their positions safe despite the uncertainties posed by COVID-19, and the literature review corroborates that sentiment with consultants stocked on strategies for HR to promote a competitive advantage in their organization.

VI. Conclusion

HR must consider adapting critical changes to how it executes tasks and adds value to an organization. Established methods of problem-solving are unlikely to meet the demands posed by COVID-19, so HR must acknowledge complexity, encourage flexible goal-setting, and facilitate communication (Barrett & Wigert, 2020; Bingham, 2020). Current HR experts urge the need to implement adaptable practices to accommodate working from home in conjunction with imposing demands for accountability in performance. HR can find opportunity to develop employees and promote performance by consistent communication; this includes frequent feedback, active goal-setting, and dissemination of benefits. The latter is especially important for employees straining under the stressors of COVID-19; rewarding and recognizing employees' achievements can allow employees to foster long-term commitment to their organization.

The challenges meted out by COVID-19 demand attention to the needs of HR and employees in an organization. Failing to care for their wellbeing and ensuring their success will inevitably debilitate an organization's performance. Thus, adaptability and proactiveness in HR will remain a key competitive advantage that will allow businesses to extrapolate value.

Successful HR professionals have adapted flexible goal-setting methods and frequent feedback sessions to manage performance; these changes may be long-term in nature. HR must continue to

determine ways to administer rewards to bolster performance while also adjusting the array of benefits offered to satisfy employees. HR remains a complicated operation, and the most successful HR professionals are the ones who adapt to change and anticipate future changes as new questions arise on the relationships between employee and employer.

Appendix

Qualtrics Survey

Disclaimer and Information

The purpose of the study is to observe changes in Human Resource occupations caused by COVID-19, as well as predict the permanence of those changes and determine the impact of HR personnel's wellbeing. If you agree to be in this study, you will be asked to answer survey prompts to the best of your ability, which will require candid thought and serious reflection on changes you have observed within the workplace and yourself.

This study is anonymous. We will not be collecting or retaining any information about your identity.

The records of this study will be kept strictly confidential. All electronic information will be coded and secured using a password protected file. We will not include any information in any report we may publish that would make it possible to identify you.

With your permission, your identity will be made known in written materials resulting from the study. However, you will be given the opportunity to review and approve any material that is published about you.

The decision to participate in this study is entirely up to you. You may refuse to take part in the study at any time. Your decision will not result in any loss of benefits to which you are otherwise entitled. You have the right to skip any question or research activity, as well as to withdraw completely from participation at any point during the process.

You have the right to ask questions about this research study and to have those questions answered before, during, or after the research. If you have any further questions about the study, at any time feel free to contact the researcher, Soha Huq at soha.huq1@gmail.com or by telephone at 708-497-8827, or the co-investigator Mahesh Subramony at msubramony@niu.edu or by telephone at 815-753-6311. If you have any questions about your rights as a research participant that have not been answered by the investigators or if

you have any problems or concerns that occur as a result of your participation, you may contact the Office of Research Compliance, Integrity, and Safety at (815)753-8588.

I agree to participate in this research study. I understand that no identifying information will be collected, and that my participation is wholly voluntary. Should I have further concerns about this study, I will contact either the investigator or co-investigator via the contact information provided.

I agree to participate in this survey.

Demographics

Please indicate what your organization specializes in.

Is your organization privately-held or public?

Private

Public

How many years have you worked in your organization?

Please indicate your department

Human Resources

Other

If you work in a department other than HR or in a specialty of HR, please describe it.

Please indicate how much of your work has transitioned online.

0 % None at all			50% A moderate amount				100% Entirely			
0	10	20	30	40	50	60	70	80	90	100
Level of transition										

If your work transitioned online, indicate the degree of ease you made that transition.

Extremely difficult	Somewhat difficult	Neither easy nor difficult	Somewhat easy	Extremely easy	
0	1	2	3	4	5
Click to write Choice					
1					

The following sections will ask for your responses in various HR disciplines. If a certain discipline is outside your scope of performance, please skip over it and answer questions most relevant to your work.

Staffing

Please indicate the extent to which your organization currently prioritize the following:

Staffing/ Recruiting

	1- Not a priority at all	2- Low-ranking priority	3- Neutral	4- High-ranking priority	5- Absolute priority
Hiring diverse (race, gender, sexual-orientation, differentially abled) applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1- Not a priority at all	2- Low-ranking priority	3- Neutral	4- High-ranking priority	5- Absolute priority
Hiring applicants who do not require frequent supervision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hiring applicants who can easily adapt to change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hiring applicants who have the potential to go above and beyond job-requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilizing structured and validated tools (e.g., tests, in-basket exercises) for hiring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilizing a competency model or behavioral criteria to hire applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilizing inputs from the applicant's potential peers as part of the hiring process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilizing formal training for all individuals involved in the hiring process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance-Management

Please indicate how much you agree with the statements for the following:

Performance-Management

1- Strongly disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly agree

	1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly agree
Managers accurately appraised the performance of all employees during the COVID-19 pandemic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers provided frequent performance feedback to employees during the COVID-19 pandemic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees went 'above and beyond' their job requirements regardless of their location during the COVID-19 pandemic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, employee performance has suffered overall during the COVID-19 pandemic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Training and Development

Please indicate how much you agree or disagree with the following statements.

Training and Development (includes Career Development and Succession Planning)

	1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly agree
Employees actively sought out training opportunities during the COVID-19 pandemic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees actively developed their professional skills during the COVID-19 pandemic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly agree
This organization decreased investment in training during the COVID-19 pandemic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees are less likely to assume leadership roles or characteristics since COVID-19.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Benefits

Please describe the types of discretionary benefits offered by your organization.

My organization offers the following:

- Paid time off
- Insurance Coverage
- Wellness Programs
- Tuition Assistance
- Family Assistance Programs
- Telecommunication/ Flexible Work Arrangements
- Other

Please indicate how much you agree with the following statements regarding the following:

Benefits

1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly agree
----------------------	-------------	------------	----------	-------------------

	1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly agree
Since COVID-19, my organization has relied on temporary salary reductions to maintain operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Since COVID-19, my organization has relied on reducing benefits to maintain operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Since COVID-19, pay structure has adapted to reflect changes in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees have accepted more work, whether that be through promotion or job enlargement, without an increase in pay.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees can effectively balance their hours between work and life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees who work from home are compensated in accordance with their productivity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees who work from home generally prefer their home environment as opposed to working in the office/ organization site.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Information on Next Section

The following questions will ask for your predictions on how your organization and/or your position is likely to change following the aftermath of COVID-19. Changes include

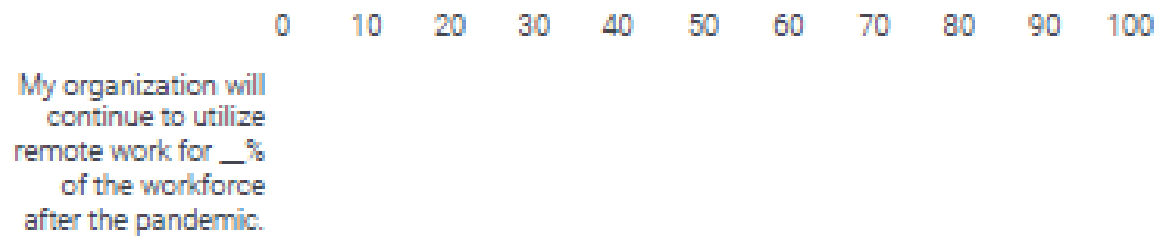
adaptations of flexible work schedules, implementing unique pay structures, or establishing new job positions.

Changed to Staffing and Recruiting

Changes to Staffing/ Recruiting

	1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly Agree
Recruiting is likely to be a greater challenge in the future than it was before and during COVID-19.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization will likely create new positions within our organization to fulfill previously overlooked needs or underutilized measures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization will likely reduce positions within the organization whether that be through merging existing positions, expanding responsibilities of current positions, or simply eliminating them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The needs for my organization in applicants will have changed in a post-pandemic work world.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Future employees are likely to remain within the organization for more than 5 years.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Changes to Performance-Management

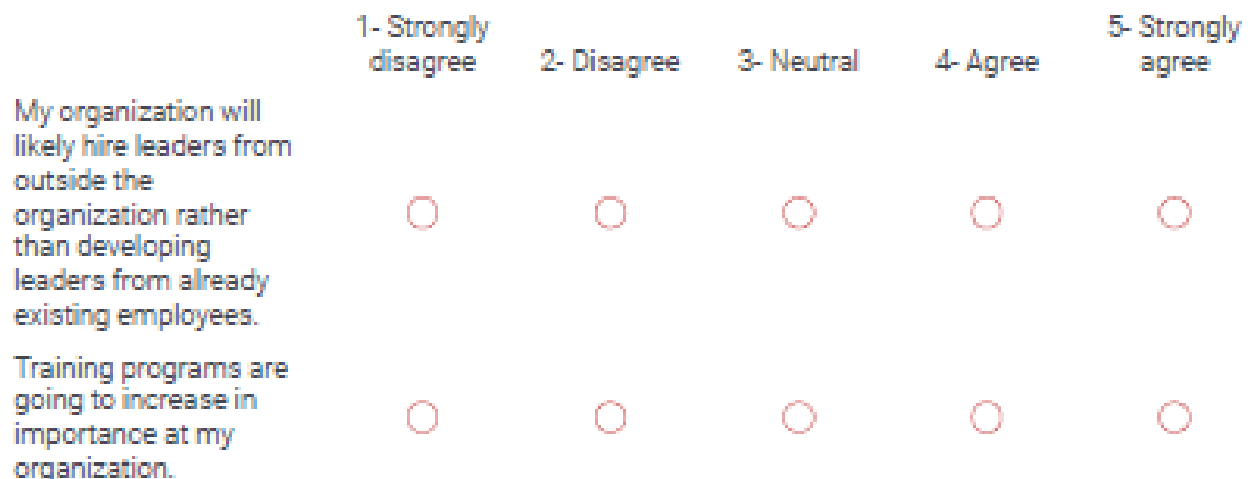


My organization will develop new methods to manage performance and deliver feedback.

- 1- Strongly disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly agree

Changes to Training and Development

Changes to Training and Development



	1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly agree
My organization is more likely to recruit already-trained employees rather than training new employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees are likely to develop themselves outside of company-organized training policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Changes to Rewards

Changes to Rewards

	1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly agree
My organization is likely to offer more benefits/ expand current benefits for employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees are more likely to understand what benefits the organization offers and how to take advantage of them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees are more likely to desire flexible schedules over salaries.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization will look for new, unique ways to reward employees in the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly agree
My organization is likely to retain a different pay structure from pay structures previously implement before COVID-19.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Changes to Diversity and Inclusion

Changes to Diversity and Inclusion

	1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly agree
My organization will have set new goals for diversity in the coming years.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization will likely emphasize diversity and inclusion in its culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization will likely incorporate new ideas in a tangible way, whether that be in hiring, training, or retention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees are likely to express greater sensitivity to current events, especially in regards to race and/or sex.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees will have greater expectations for my organization to promote equal opportunity for all its members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Personal Wellbeing

The following questions will ask about your personal wellbeing both within and outside the workplace since COVID-19. Please answer to the best of your ability.

How meaningful do you believe your work in the following timeframes?

	Not meaningful				Highly meaningful	
	0	1	2	3	4	5
Before COVID-19?						
During COVID-19?						

Rank how effectively you believe you are in the following.

	Not effective at all	Slightly effective	Moderately effective	Very effective	Extremely effective	
	0	1	2	3	4	5
At your job.						
At balancing life and work.						

Rank how effectively you believe your organization is in the following.

	Not effective at all	Slightly effective	Moderately effective	Very effective	Extremely effective	
	0	1	2	3	4	5
Business performance: generating enough revenue to operate						
Response to COVID-19						

To what degree do you believe you can develop your skillset currently?

Not at all; I don't have a method of developing my current skills or knowledge.

Highly; I have plenty of resources and opportunities to develop my current skills and knowledge.

0 1 2 3 4 5

Please indicate your ability to develop your skillset.

How safe do you feel in your current work environment from COVID-19?

Not safe at all

Very safe

0 1 2 3 4 5

Level of Safety

Indicate the level of support you receive from your organization.

No support; I feel like my organization is largely unconcerned with helping me in my work and/or supporting my mental/physical wellbeing.

Significant support; I feel like my organization is highly involved in ensuring my work and/or health and wellbeing are supported.

0 1 2 3 4 5

Level of Support

Indicate your level of stress on a day-to-day basis from work.

Extremely stressed; I feel intolerable levels of stress on a daily basis.

Not stressed; I feel a constructive amount of pressure to perform my job on a daily basis.

0 1 2 3 4 5

Level of Stress

How concerned are you about your job security?

Highly concerned; I am worried my position will lose value or be eliminated.

Not concerned at all; I feel my position is highly valued in my organization.

0 1 2 3 4 5

Highly concerned; I am worried
 my position will lose value or be
 eliminated.

0 1 2 3 4 5

Not concerned at all; I feel my
 position is highly valued in my
 organization.

Concern over Job Security

Indicate how your level of responsibility has changed within your organization. This includes more tasks added to your existing ones and/or more work to do in your existing tasks.

0 20 40 60 80 100

Indicate increases in responsibilities on a percentage basis, if applicable

Indicate how your level of responsibility has decreased within your organization. This includes removal of tasks or decrease in number of employees you manage.

0 20 40 60 80 100

Indicate decreases in responsibilities on a percentage basis, if applicable.

How long do you see yourself working in HR/ an HR specialty in the following years?

- I am unsure
- 1-3 years
- 4-7 years
- 8-10 years
- More than 10 years

Do you have any additional concerns you would like to share?

End

Thank you for participating in this survey. Should you have any concerns about anything in this research, please contact the investigator, Soha Huq, at [REDACTED] or [REDACTED], or the co-investigator, Mahesh Subramony, at msubramony@niu.edu or [REDACTED]

Powered by Qualtrics

References and Citations

- Agarwal, Promila. *Shattered but Smiling: Human Resource Management and the Wellbeing of Hotel Employees During COVID-19*. International Journal of Hospitality Management, Volume 93, 2021, 102765, ISSN 0278-4319, <https://doi.org/10.1016/j.ijhm.2020.102765>.
- Bingham, S. (2021, February 1). *How HR Leaders Can Adapt to Uncertain Times*. Harvard Business Review. <https://hbr.org/2020/08/how-hr-leaders-can-adapt-to-uncertain-times>.
- Bubb, D., & Daly, J. (2020). Creating Whole-Company Resilience Through Emotional Health and Well-Being: IBM used the COVID-19 pandemic as a catalyst to create resiliency through a framework of policy, practices and perspectives. *People & Strategy*, 43(3), 18–23.
- Buckley, B. (2021). Pandemic Hit to Pay Is Brief, As Most Firms Need Top Talent. *ENR: Engineering News-Record*, 286(7), 39.
- Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of Business Research*, 116, 183–187. <https://doi-org.auth.lib.niu.edu/10.1016/j.jbusres.2020.05.037>
- Deutsch, L., & Chung, E. (2020, April 2). *Learning and development during COVID-19*. TEKsystems. <https://www.teksystems.com/en/insights/article/learning-and-development-during-covid19>.
- Donaghy, M. (2021). 2021: Retention and Recruitment. *Built Environment Economist*, 27.
- Frierson, S. (2021, January 12). *How to Reward Employees with Equity during COVID-19 Pandemic*. HRD Canada. <https://www.hcamag.com/ca/specialization/benefits/how-to-reward-employees-with-equity-during-covid-19-pandemic/243312>.

- Gurchiek, K. (2020, March 30). *Changing Workforce Training During a Pandemic*. SHRM. <https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/changing-workforce-training-during-a-pandemic.aspx>.
- Hancock, B., & Schaninger, B. (2020). HR says talent is crucial for performance--and the pandemic proves it. McKinsey Insights, N.PAG.
- Klimchak, M., Ward Bartlett, A. K., & MacKenzie, W. (2020). Building trust and commitment through transparency and HR competence: A signaling perspective. *Personnel Review*, 49(9), 1897–1917. <https://doi-org.auth.lib.niu.edu/10.1108/PR-03-2019-0096>
- Lewis, N. (2020, April 23). *HR Managers Rethink Their Role During the Coronavirus Pandemic*. SHRM. <https://www.shrm.org/hr-today/news/hr-news/Pages/HR-Managers-Rethink-Their-Work-Coronavirus-Pandemic.aspx>.
- Lytle, T. (2021). OPEN-MINDED. *HR Magazine*, 66(1), 65–71.
- Mayer, K. (2020, July 20). *Coronavirus Increases Need for Recognition*. HRExecutive.com. <https://hrexecutive.com/how-the-pandemic-is-changing-employee-recognition/>.
- McElgunn, T. (2020, May 27). *5 Ways the COVID-19 Crisis will Transform HR's Role*. HR Morning. <https://www.hrmorning.com/articles/covid-will-transform-hr/>.
- Moses, M., McLean, L., & Bumstead, C. (2020, July). *Managing Performance in a Virtual World*. Marsh & McLennan Companies. <https://www.mmc.com/insights/publications/2020/july/managing-performance-in-a-virtual-world.html>.
- Nevins, M. (2020, July 19). *Re-Thinking Training and Development in a Post-Covid World: A Case Study*. Forbes. <https://www.forbes.com/sites/hillennevins/2020/07/18/re-thinking-training-and-development-in-a-post-covid-world-a-case-study/?sh=7c0853f45169>.

Newman, S. (2019). A Token of Appreciation. *TD: Talent Development*, 73(8), 11.

Partida, D. (2021, February 17). *5 Ways COVID-19 Will Continue to Change Human Resources*. TalentCulture. <https://talentculture.com/5-ways-covid-19-will-change-hr/>.

Patton, C. (2021, March 31). *What Will Recruitment Look Like After COVID?* HRExecutive.com. <https://hrexecutive.com/what-will-recruitment-look-like-after-covid/>.

Raphael, M. A. (2009). Recruiting and Selection: From the HR Course to Practice. *Proceedings of the Northeast Business & Economics Association*, 180–182.

Schrage, M. (2020, June 1). *Rethinking Performance Management for Post-Pandemic Success*. MIT Sloan Management Review. <https://sloanreview.mit.edu/article/rethinking-performance-management-for-post-pandemic-success/>.

Sivanandam, P., & Kumar R., A. (2020). A study on the challenges faced by hr professionals during pandemic and in post pandemic. *Journal of Contemporary Issues in Business & Government*, 26(2), 424–428.
<https://doi-org.auth.lib.niu.edu/10.47750/cibg.2020.26.02.054>

Starner, T. (2020, August 3). *How COVID is Impacting Compensation*. HRExecutive. <https://hrexecutive.com/what-covid-means-to-compensation/>.

Starner, T. (2020, June 11). *Performance Management During Coronavirus*. HRExecutive. <https://hrexecutive.com/pay-and-performance-management-in-the-age-of-covid-19/>.

Survey: Workers blame managers for job stress. (2020). *The HR Specialist*, 18(10), 8.

The Economist Newspaper. (2020, March 21). *How Corporate Leaders Should Act in a Crisis*. The Economist. <https://www.economist.com/business/2020/03/21/how-corporate-leaders-should-act-in-a-crisis>.

The Economist Newspaper. (2021, January 30). *The Pandemic is Ushering in New C-Suite Roles*. The Economist. <https://www.economist.com/business/2021/01/30/the-pandemic-is-ushering-in-new-c-suite-roles>.

The Economist Newspaper. (2020, May 30). *Working Life has Entered a New Era*. The Economist. <https://www.economist.com/business/2020/05/30/working-life-has-entered-a-new-era>.

The Future of Work Arrives Early: How HR Leaders are Leveraging the Lessons of Disruption. Oxford Economics. (2020). <https://www.oxfordeconomics.com/recent-releases/The-future-of-work-arrives-early-How-HR-leaders-are-leveraging-the-lessons-of-disruption>.

U.S. Bureau of Labor Statistics. (2021, March). Impact of the coronavirus (COVID-19) pandemic on The Employment Situation for March 2021. U.S. Bureau of Labor Statistics. <https://www.bls.gov/covid19/employment-situation-covid19-faq-march-2021.htm>.

Wigert, B., & Barrett, H. (2020, August 31). *Performance Management Must Evolve to Survive COVID-19*. Gallup Workplace. <https://www.gallup.com/workplace/318029/performance-management-evolve-survive-covid.aspx>.