

*Ministry of Education and Science of Ukraine
Sumy State University*

DEPARTMENT OF ECONOMICS, ENTREPRENEURSHIP
AND BUSINESS ADMINISTRATION

MASTER THESIS

Topic:

International Company Human Resource
Management: the Modern Business-Functional for
Company Growth

Specialty 073 “Management”

Study program 8.073.00.09 “Business Administration”

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*Ministry of Education and Science of Ukraine
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AND BUSINESS ADMINISTRATION**

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ASSIGNMENT
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*Content of computational and clarification summary
(list of questions to be considered)*

CHAPTER 1 STRATEGIC MANAGEMENT OF A COMPANY

CHAPTER 2 HRM IN AN INTERNATIONAL ASPECT

CHAPTER 3 COVID-19 AND ITS EFFECTS IN THE HRM SYSTEM

List of illustrations

Definition of Strategy
HRM's Organizational Role
Core Competencies should Drive Business Strategy
Strategic HRM Approach
Challenges of HRM Systems
The Impact of COVID-19 on HRM
COVID-19 and the E-commerce Markets

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Student signature

Notes:

1. This Assignment is to be attached to the clarification summary of Master Thesis.

2. Apart from Assignment, student is expected to receive from the supervisor the time schedule on preparing Master Thesis during project period with indication of terms of accomplishment and workload for each stage.

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Summary

The Master Thesis includes 46 pages (main text); 3 chapters; 8 figures.

References include 61 sources.

The main aim of the thesis is development of guidelines for the formation of personnel management strategies to achieve the strategic goals of the enterprise.

Subject of research: principles, methods and mechanisms for the formation of a modern International enterprise personnel management strategy.

Study object is the personnel management system at the industrial enterprise.

Research methods is a set of specialized publications, annual reports, periodical articles and Internet resources that evaluate management of international investment projects (Sabadash, Petrovska & Petrovskyi, 2017).

The purpose of this paper is to explain how the understanding of the relationship between human resource management (HRM) and organizational (OE) has changed over the past three decades and to provide examples of how firms use

In the 1st part of the Thesis “STRATEGIC MANAGEMENT OF A COMPANY” explains how strategic management is also an important role played by the analytical and technical skills required to obtain and utilize competitive advantage, Related. Strategic management depends on what senior management needs to do. It is related to the long-term purpose of operation.

In the 2nd part of the Thesis “HRM IN AN INTERNATIONAL ASPECT”:

- What kind of staff do they need to hire?
- Workers from the home country (immigrants), or local workers?

- How do we choose whether to send immigrants or employ local workers?
- How can we know how HR practices are conducted in other countries?
- Is the recruitment and selection process the same in the country or countries the company wants to work in?
- How do we treat information at all geographical and cultural levels?

The 3rd part “COVID-19 AND ITS EFFECTS IN THE HRM SYSTEM” attempts to investigate the effects of the spread of COVID-19 on global e-commerce companies, where the five largest e-commerce companies in the world were chosen in terms of revenues and market value, and they were as follows: American Amazon, Chinese Alibaba, Japanese Rakuten, German Zalando, United Kingdom ASOS, has been Measuring the prevalence of corona virus by “cumulative infections” and “cumulative deaths” on a daily basis.

Key words: *human resource, business, structure, management, organization, investigation, international, company.*

Introduction

Human resource (HR) specialists have the opportunity to demonstrate the many ways in which HRM can influence OE, not just on a solid profit basis. The use of a multi-stakeholder model today therefore gives the HR specialist and HR employee more opportunities to demonstrate their value and impact.

We argued that the purpose of HRM companies is to encourage and support the ethics of employees to conduct effective strategic planning.

The global business environment is facing unprecedented change, and employees (HR) must develop new skills if they want to stay fit.

In the past, HR Transformation has focused on making existing HR services more efficient, efficient and compliant.

The unspoken assumption that HR was already doing all the things that needed to be done; you just had to do it with great success, fast, and cheap.

Now, the rules of the game are changing. Basic HR capabilities – such as efficient and effective service delivery, integrated HR systems, self-employment, and timely access to relevant employee information – are as important as ever.

But today, they are just table poles: the basic building blocks that every HR job should have.

Major changes caused by the new coronavirus COVID-19 have unprecedented effects on companies around the world and have had a profound impact on human resource management. HRM has taken the lead in wandering into an unimaginable and unpredictable future by managing people to deal with the pressure and continue to work remotely so that the business can continue to operate.

CHAPTER 1 STRATEGIC MANAGEMENT OF A COMPANY

1.1 The basic aspects of enterprise strategic management

The idea of a unified strategy was developed in the late 50's - the early '60s in II's career. Lawrence and J. Lorch "Organization and (her) environment", and its final structure was reflected in the "Boston Matrix", size "2x2", which is the level of strategic analysis.

Support for corporate strategic planning theory is developed within the framework of strategic planning technology and the transformation management process.

Global processes in the global economy have led to the formation of a "learning organization" and, ultimately, to the concept of root expertise. Currently, diversity and other methods of strategic interpretation, as a rule, reflect the details of the construction of the national economic model. The "new paradigm" of the administration of P. Drucker, based on his latest work, "Administrative Services in the 21st Century," is based on the study of the concept of diversity of jobs and the role of building a business plan for a variety of modern- economic levels.

In this regard, the development strategy is a cohesive process that aims to achieve multi-level, multi-process collaboration where various technological resources are used to ensure the organisation's sustainability and to strengthen its competitive advantages.

The Sustainable Development Strategy provides opportunities for connectivity, balanced performance within such "production, personnel, management, technological, marketing, financial" areas based on the application of complex system research principles: communication, completeness of definition, adequate response, familiarity (Fig. 1.1).

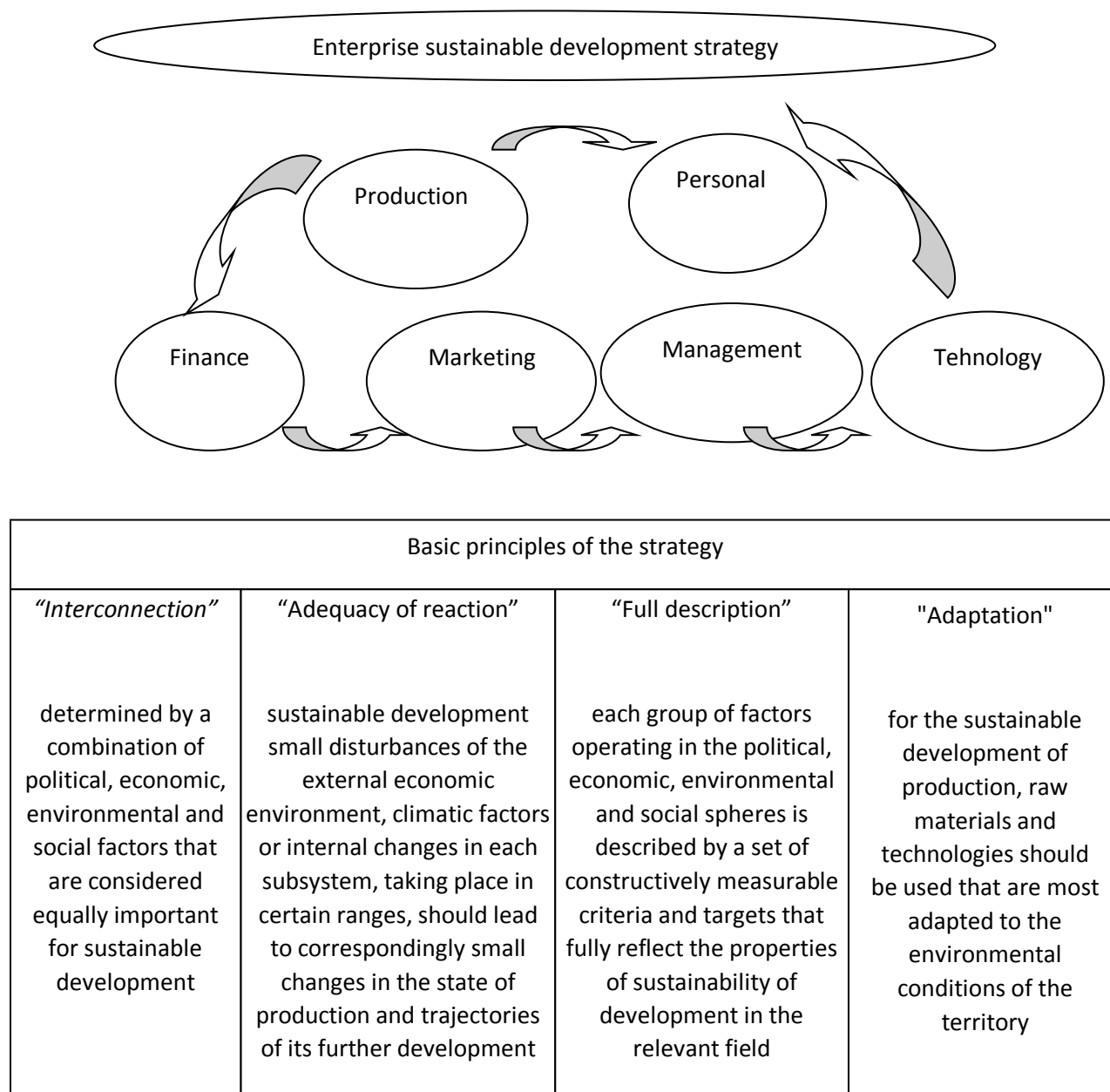


Fig. 1.1. Elements of the enterprise sustainable development strategy

This system allows you to effectively manage the company's resources and ensure competitiveness in the markets.

1.2 Human resource management as part of company strategic management

In the past, some business models have had a significant impact on the broad range of human resource management (HRM). Foremost among them was the new technology. These technologies, especially in the field of electronic communications, distribution and demand, have dramatically changed the business environment. Satellite communications, computers and network applications, facts and other devices have been instrumental in changing the way businesses and their employees interact. For example, remote access has become a very popular option for many employees, and HR executives had to develop new guidelines for this new group of employees.

The organizational structure makes changes to influence the changing nature of human resource management. The ongoing erosion of manufacturing industries in the United States and other countries, combined with the expansion of the service industry in those countries, has changed the work environment, as has the decline in union representation in many industries (these two approaches are, in fact, often viewed as related). In addition, organizational philosophies have changed. Many companies have abandoned or replaced their traditional organizations, which are superior because of their flexible management structures. HRM experts point out that this shift in responsibility has necessitated a review of job descriptions, evaluation systems, and other personnel management issues.

Global market trade was accelerating with changes. This allows customers and work experience to increase competition (Burlakova et al., 2017; Hrynevych, O. V., & Goncharenko, 2017, 2018; Sabadash et al., 2017). Some businesses want higher performance for their employees through development while holding the compensation line. other factors that tend to change the Workforce environment recently, include new management and operational beliefs such as Total Quality

Management (TQM), rapid population change, and changes in health insurance and country and face employment laws.

Not all HR managers are created equal. In fact, they come from all walks of life on the road to higher HR positions. However, although there are alternatives, many still share the key responsibilities of the personnel manager.

Want to know what it really means one day in the life of an HR manager? Let's take a closer look at the frequently asked question: "What do HR managers do?"

No matter what name or information, HR managers are an important link between employees and managers. In part, this is a clear understanding that 21st century workers have completely different expectations compared to the past.

Employees who understand, accept and respond to these expectations, help build a culture of respect, trust and participation – all of which are key to reducing staffing.

The definition of the Bureau of Labor Statistics identifies HR managers as professionals who "plan, to direct and direct the organization's administrative functions that it has." While this is an adequate definition, some skills are needed to effectively meet the needs of today's department of labor.

- Today's HR is a place where employees feel comfortable when they have questions and concerns.
- This is a place where minor problems lead to equal change, not more than response.
- Modern human resource management recognizes that employees are highly paid and relied on to provide a clear definition of policies and changes.
- This makes it easier to find out what awaits all employees, not just take out a lot of information and wait for employees to suck it up without reminders or updates on progress.

In summary, we can say that the modern department of labor builds everything that affects the daily life of workers at work and you should strive to be part of a respected company. Work in the HR department is a priority these days, as well as in the best-organized planning for people at all levels working there.

As before, there are many obligations - for example, the payment of benefits and salaries - that must be done normally. Although they do not feel more responsible than developing and developing a strategy, these general activities are very important (Kovalov et al., 2017; Kubatko et al., 2019; Sabadash & Minakova, 2019; Sabadash, 2018).

For more information on what an HR manager does, his or her responsibilities include all or any of the following, depending on the size of the business or organization in which they operate:

- Contact HR strategy and pricing managers
- Act as an employee representative and with a commitment to employers
- Organizing fun corporate events and community building activities.
- Monitoring the recruitment process, including recruitment, negotiation and selection
- Staff wage processing
- Staff, including dispute resolution and disciplinary procedures

Personnel managers work not only in all areas, but also in different positions.

While some HR managers are very common, others have specialized expertise, such as labor relations director, salary managers, and recruitment managers.

In addition to the same responsibilities and responsibilities, many HR managers also share important skills, including the following ten characteristics:

- Order
- Decision making
- Critical thinking

- Interpersonal skills
- Leadership
- Communication & Performing multiple tasks.

1.3 Structure of human resource management

The activities of the HR department can be divided into three areas: individual, organization and work. Individual management involves helping employees identify their strengths and weaknesses; correct their mistakes; and make your best contribution to the company. These responsibilities are performed through a variety of tasks, such as performance analysis, training and evaluation. In the meantime, organizational development is aimed at creating a successful system that grows human (and other) resources within large business strategies. This important task also involves creating and maintaining a transformation plan that allows organizations to respond to external and internal impacts.



Fig. 1.2. Structure and position of a global industry based on HRM

HRM structures vary greatly depending on the business, depending on the type, size, and organizational guidelines they serve. But many organizations organize human resource management activities around groups of people they assist with - creating a management set and other responsibilities in the middle. Different development teams are needed in each department to train and develop staff in specific areas such as marketing, engineering, marketing, or management training. In contrast, some HRM departments are completely independent and functionally organized only. For example, the same training department applies to all sections of the organization.

CHAPTER 2 HRM IN AN INTERNATIONAL ASPECT

Professional requirements for employees

International Human Resource Management (IHRM) has for many years been established as an important center for management studies, and one of the most important for organizations. At present, firms participate in global trade or internationalization that forces them to compete in the global market. To maintain competition, firms must innovate and develop greater responsiveness than their competitors. In this sense, good human resource management can provide firms with the necessary strengths to achieve survival and isolate themselves from competitors (Melnik et al., 2020; Makarenko et al., 2019; Sabadash et al., 2017; Sabadash et al., 2019).

In 2011, international human resource management (HRM) project was launched to improve international human resource (HR) standards so that organizations could be more efficient and intelligent in HR matters, but also to advance technology in the HR sector. HR work can be defined as focusing on technology to work with a certain amount of professional understanding.

International corporate governance means that it must accept international standards in all corporate operations, such as finance, marketing, manufacturing or employee practices. For example, in the Department of Labor (HR), HR managers will have to ask themselves questions such as

- If a company is going abroad, what kind of staff do you need to hire them? Workers from the home country (immigrants), or local workers? How do we choose whether to send immigrants or to employ local staff?
- How can we know how HR practices are practiced in other countries? Is the hiring and hiring process the same in the country or countries the company wants to work in?

- How do we manage information at local and cultural levels? etc.

Knowing how to effectively manage and operate all the issues involved in IHRM is critical to the success of the company. This chapter will address key issues for IHRM, and after reading this chapter, the reader should be aware of the differences between domestic and international HRM, the impact of culture on IHRM, alternatives for international workers, and problems related to deployment and repatriation. The "international" treatment in staff management in the organization gives it a certain level of stress that makes the study more relevant.

IHRM is a complex area which has usually been approached in the literature from three different perspectives (Adler, 1997; Brewster & Hegewisch, 1994):

1. **Cross-Cultural Management:** This focuses on the differences between nations in values and attitudes. Each nation has a set of values and beliefs which makes them unique, and that are reflected in the way in which societies operate, in the manner in which the economy operates, and in how employees are managed. According to this premise, when HR is managed, it must be considered that HR practices such as recruiting, reward, or performance appraisal are usually affected by values in host-countries. For example, when a culture or society is characterized by high levels of masculinity (i.e. material possession and assertiveness are emphasized), HR practices like compensation or rewards are affected by those values and need to be high to motivate employees, or for the recruitment of new employees. In this sense, it is important for managers to understand such cultural differences, so that it is possible to understand the differences in human behavior within organizations in an international context.

Comparative Human Resource Management: it specifically comes from the study of the comparison of industrial relations in different countries. It is not about cultural differences, but differences in terms of labour markets (size, composition, ages or training), educational systems, or different employment laws and trade

unions. In the main, this perspective on IHRM sustains that industrial relations are different between countries and that, therefore, employees must also be treated differently.

International Human Resource Management (IHRM): MNCs manage and deal with their employees in different international contexts. It consists of the IHRM is a complex area which has usually been approached in the literature from three different perspectives (Adler, 1997; Brewster & Hegewisch, 1994):

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ii. **Comparative Human Resource Management:** This explores the extent to which HRM differs between countries. It specifically comes from the study of the comparison of industrial relations in different countries. It is not about cultural differences, but differences in terms of labour markets (size, composition, ages or training), educational systems, or different employment laws and trade unions. In the main, this perspective on IHRM sustains that industrial relations are different between countries and that, therefore, employees must also be treated differently.

2.1 Employee Skills

The term "skill" first appeared in an article written by R. W. White in 1959 as a concept to promote performance. Later, in 1970, Craig C. Lundberg introduced the concept of "Planning the Executive Development Program". The term came to a head when in 1973, David McClelland wrote a paper entitled "Testing for Competence instead of Intelligence. Skills are measurable or visual knowledge, skills, abilities and behaviours (KSABs) that are critical to the effectiveness of a job. Man can do the work properly. Competence may also be regarded as a set of defined behaviours that provide a structured guide that enables the identification, evaluation and performance of individual employees. The combination of visual and measurable knowledge, skills, abilities and personal characteristics provides to improve the performance of employees and ultimately lead to the success of the organization. To understand the skills, it is important to define a variety of skills elements that include:

- Knowledge: This is an awareness of facts, facts and principles gained from formal training and experience. The use and sharing of a knowledge base are essential to personal and organizational success.
- Skills: A skill developed by a specialist or an expert in the workings of the mind or body processes that are usually acquired through specialized training; the application of these skills leads to greater efficiency.
- Strength: These are strengths or competencies to perform physical or mental tasks that are often associated with a particular job or trade such as computer programming, plumbing, and calculus, among others.
- Individual qualities: These are the characteristics, qualities, or characteristics of humans that reflect a person's unique personality. Individual characteristics are

considered to be genetic advances or acquisitions from a person's accumulated experience. While personal characteristics are highly subdued, material growth is linked to specific personality traits and the effectiveness of the individual and the organization.

- Individual Recognition and Rewards. Each observation and reward of any of these technological sources provides a solid basis for the involvement of each operation. However, it is their combination that leads to the release of rarely used resources. Skills give organizations a way to define ethically what people need to do to produce the results the organization wants in a way that is in line with its culture. By having the skills defined in the organization, it allows employees to know what they need to be able to produce. When properly defined, skills allow organizations to assess the level of behaviour of existing employees and where they may be lacking. With skills that workers lack, they can learn. This will allow organizations to know what resources they may need to help the employee develop and learn those skills.

2:1:2 Employee competency Model

A competency model is a set of skills and behaviours that are identified as essential for job performance. When used to guide individual performance and professional development, performance models can be very helpful in achieving organizational success (Oakland Country, 2014, 2). The skills model is made up of several skill domains or a collection of related skills. In the state of Oakland – Michigan for example, the three skills domains in the General Employee Competency Model are interpersonal skills, collaborative skills and self-regulatory skills.

2:1:3. Interpersonal Skills This is a skills base that includes:

- i. Building Active Relationships: This ability is achieved by building and using working relationships with internal and external partners and clients to facilitate the achievement of career goals. Key behaviours that lead to building good

working relationships in line with Oakland Country (2014) include keeping people within and outside the organization updated and valued promptly; informing others' knowledge and expertise by inviting input and backing; respond promptly to the requests of others and appear during meetings and appointments; maintaining a positive attitude; establishing open and transparent relationships with people at all levels; work effectively with independent and senior managers, and working with others to achieve the same goals.

ii. **Building Confidence:** This ability is built on communicating with everyone in a way that gives them confidence in their goals and those of the organization and promotes a conducive and open environment for new ideas. Key behaviours that lead to building trust include honesty and trustworthiness; to give credit where credit is due; to treat people fairly and respectfully; to present a consistent view to a diverse audience; to be honest and straightforward and to maintain confidentiality and high moral standards.

iii. **Communication Skills:** This ability is achieved by making efforts to convey information and ideas about various media to others in an orderly and informal way that helps them understand and retain the message. The key behaviours of such gains include Planning thoughts before speaking and communicating clearly and unambiguously; use examples to illustrate a point, to ensure that other stakeholders in a project or effort are informed about developments and programs; to ensure that continuous and consistent communication takes place; aligning the content of the talk to the level and experience of the audience; organize ideas clearly in oral presentations; harmonizing written communication to reach audiences, and using graphics and other resources to clarify complex or technical details.

2:1:4 Collaborative Skills This is a skill set that includes:

i. Teamwork: This skill is acquired through participation as a team member in the pursuit of team goals. People who can do team work use their knowledge and experience to play a role in the team to achieve common goals. Among their skills, there is a willingness to compromise and openness to suggestions and arguments from team members. To work effectively in a team people should have equal rights and be tolerant. Cripe & Mansfield sees that as a team member, the strength and desire to work together rests on how a team member listens to and responds to other group members' ideas; provides support for the views and suggestions of others; is open with other members of the group about his or her concerns; expressing constructive disagreements; strengthens team members with their contributions; provides honest and constructive feedback to other team members and assists others when they need it. Other skills include working on solutions that all team members can support; sharing his knowledge with others and seeking opportunities to work in groups as a way to improve knowledge and experience. As a team leader, the ability to show interest, ability and success in getting teams to learn to work together includes providing opportunities for people to learn to work together as a team; incorporating effective participation by all; to promote collaboration with other units; ensuring that all team members are treated fairly and recognize and promote the ethics that contribute to teamwork.

ii. Customer Service Skills: This capability is built on knowing for the first time that the unit is there to support the needs of its customers and therefore makes customers and their needs more focused on their actions. Key behaviours include listening to and responding positively to customer inquiries, resolving customer issues with customer satisfaction; respect for all internal and external customers; using a team approach when dealing with customers; tracking to assess customer satisfaction; measuring customer satisfaction successfully and committing to exceeding customer expectations. Display of information on products and services;

access to customer input; assessing their needs and responding to requests for information, products, or services quickly, respectfully and effectively are also some of the skills to help customers.



Fig. 2.1. Professional requirements of employees

2:1:5 Self-Regulatory Skills. This includes:

- i. Focus on quality by establishing and exceeding high standards of excellence in all aspects of human activity. Fermilab notes that quality work involves maintaining high standards despite set deadlines; to do a good job for the first time; correcting his mistakes and always producing an accurate, complete and professional job.
- ii. Adaptation by maintaining efficiency when experiencing major changes in the workplace or work environment and accepting change by staying flexible in the new job demand.

iii. Planning and planning to manage your time and resources well to ensure that the work is completed successfully. In the case of uncontrolled workflows, employees must have a high standard of organizational ability. Therefore, they should be able to identify and match their work.

2.2 Recruitment strategy by modern international companies

Recruitment, selection and placement are the processes of finding and attracting potential applicants. This is done by making sure there is a vacancy, identifying the type of person you are looking for and what position you are in, and finally, looking for candidates and making a shortlist of eligible candidates. From the above-mentioned procedures, selection and practice for the selection of the suitable candidate(s) are made.

Dessler (2013) explains that recruiting the process of collecting relevant information about job-related tasks and personal characteristics needed to perform a job to help managers acquire the qualifications and types of skills required in the recruitment process. Then Mathis and Jackson (2010) argue that re-employment is the process of building a pool of applicants who are qualified to do the work of an organization. Recruitment is the first process by which an organization must be able to meet the needs of employees including qualifications and skills requirements.

Recruitment will play the business of a strategic company. A proper Recruitment strategy will expose human resources according to the business needs of the company. The accuracy of the hiring methods will harm the operating company and the business as a whole. Adeola and Adebisi (2015) recognize that there is an effect on employee practices and their performance. The effect of the employment influence will increase employees' motivation to achieve organizational

expectations. The Recruitment practices of international companies can play a role in Recruiting staff and improving the company's operations.



Fig. 2.2. Recruitment Process

The recruitment decision-making process should include the Human Resource Division. Human Resources Division will conduct an analysis and evaluate the process of job analysis and energy planning (Matsenko & Ovcharenko, 2013; Matsenko & Gramma, 2017; Sabadash, 2011). Hsu and Leat (2000) examined the manufacturing industry in Taiwan. The results of the study suggest that human resource policies should be integrated into the company's business strategy. The hiring process will have a positive impact on the business performance of the

company. The main purpose of re-employment is how to find the right people according to the business needs of the company.

The identification of re-employment and the strategy to be developed by demons must be done in detail according to the corporate business. The recruitment process and how it will be determined by the company's expectations of the person holding the wheel of the business.

The skills and knowledge acquired by the candidate can enhance business creativity and innovation. High business competitiveness puts pressure on companies to be able to hire candidates for the best labour market with the right recruitment process.

2.3 Strategic approach to selection

2:3:1 Selection process

The modern business world demands more than just labour. In addition to matching people with their work, other factors help determine the effectiveness of employees. Examples of these include the physical, economic and social environment in which workers are expected to work (Dowling & Welch 2004, 99). Therefore, with an effective selection process, it is important to consider individual tests, interview tests, tests, exercises or the use of testing centres. Reference assessments are also conducted after the presentation of the successful nominees. The process then continues to be followed by the signing of the employment contract. Strategic selection process, use multiple methods and methods of determining candidates (Gareth 2004, 3).

2:3:2 Screening

Studies have shown that the testing process has always been modest. To achieve a successful screening process, selectors should have a clear idea of the capabilities

of this focus when checking application forms. Selectors do not simply need to have information but may select candidates for the appropriate election if a sample of good or bad evidence is available given to them. Other types of tests can also help the process of screening. CVs can be used to evaluate candidates, but the problem here is that CVs are already showing the difference, and it takes time to look at dozens of CVs. In general, the evaluation process changes everything about the organization. Modern organizations use a variety of methods for hiring candidates for the position. Some organizations use interviews, some use psychometric tests while others focus on the Simulations and others will use a testing centre that includes a good number of methods.

2:3:3 Interviews

Examination interviews can be used to determine which applications are eligible for the job. An example is when a member of the HR department calls applicants over the phone that have a brief conversation.

This can be used as the basis for evaluating applicants. Whether it's a phone interview or a face-to-face interview, two types of interviews are common. There is formal and informal Interview.

Informal Interview is done in the form of a conversation when conducted by the interviewer ask a list of random questions and allow the respondent to respond in a conversation. This form of interviews is less effective than a formal interview.

A formal interview contains a list of carefully crafted questions aimed at it to determine the applicant's skills about the position. Answers for questions and obtained the same rating scale. There is another way to dialogue known as status dialogue. For this type of interview, an example of the real-life situation is presented to the recipient who is expected to respond with an explanation of how to deal with such a situation. Apart from the discussion, testing is another option.

2:2:4 Testing

Total test to measure the ability and personality of the employee.

This measurement is made using various assessment methods such as vocabulary, calculation, location awareness, typing speed and accuracy. Skills tests usually work well in determining the strength of the nominee is a personal examination. It is important to be careful be it a personal or skill test, the type of test used should be able to respond to the file job requirements.

Personality testing measures personal characteristics, values and characteristics that determine people's behaviour or qualities. The humanitarian assessment has raised several questions as to whether it responds to the need of the Department of Labor or just the process.

The extent to which the test can predict staff performance will still be fully accepted by other schools of thought. There has been a series of ideas in support of this claim, and the situation remains unresolved. At any rate, some organizations have taken steps to correct the situation. In the United Kingdom, for example, the psychiatric community has set rules that stipulate that personal testing should be used only by a qualified psychologist or a trained British Psychological Society. This is because interpreting and responding to test results requires expertise.

The competency test measures the competence of the nominees. That is, it measures the level of competence required to do a good job. The results of these tests determine the employee's ability for the job. A higher skill test can mean that a person is not able to respond to the demands of that job well and a low skills test can mean that the person would not respond well to the job search. Typically, the competency test consists of tests typed in the test but these tests must be carefully prepared to meet the requirements of the job.

2:2:5 Exercise and success testing

Exercise is usually an exercise in the form of work that is used to give a chance to the chosen one's options to show their ability to do the job. These tests are usually

a measure of the results attended school. In other words, it could be called a test of success (Dessler 2003, 140). This the opportunity is often given through simulation tests. It is after doing simulation tests that performance judgment is reduced. Simulation exercises at work it has to be realistic in a way that makes it easy for the HR department to look and monitor staff performance. Exercise should promote true character though attitudes from candidates. It should not be too expensive to manage an organization. In other words, it should be less expensive. The main reason for true development simulation tests that exercise should be able to measure those factors related to work performance. This is because, with the successful passing of the simulation test, the next step would be to make checks to donate to the candidates (Gareth 2004, 13).

2:2:6 Checks and Submissions

There is a risk of hiring an employee who could be a major problem in the organization. The purpose of the organization is to ensure that its employees have four required knowledge and job qualifications (Dessler 2003, 144). Image of an organization is threatened if its employees are respected for criminal conduct. Here it is the need to make certain checks before the assignment is finally selected election. These tests usually start with scripts for background testing, right to look at checks (Gareth 2004, 15).

2:2:7 References and other checks

According to Luis, David and Roberts, the 2004 checks took most of the forms from the documents relating to the examination of qualifications and licenses. There are also the official checks relating to checks on job suitability. Health status of The employee is also concerned about the organization and wants checks. The expert checks do not end up in a state of health; including credit or criminal records. Then there are checks on references given to baptism candidates on their CVs. Reference is worldwide adopted in the modern management of employee

recruitment and selection functions however when asked respondents often feel that the position is not good either there is always a level of criticism when clues are obtained (Dessler 2003, 146). Indications if collected in a standard manner without specific points can be difficult to give the actual image of the selected employee. Therefore, it is recommended to create a file to ask specific questions. This will keep the endless flow of responses as well it may help the donor to provide the actual information needed. In all other cases equity, a good check will lead to the provision of work.

2:2:8 Offers

This is an official notice, letter or document given to the employer by the recipient employee. The letter provides information to the employee in terms of conditions or conditions of employment, salary, commencement date and employment position. Unconditional assignment of work, if the employee is straightforward to sign a contract without any preconditions. In a sense, the offer could be a Conditional explanation that the offer may be based on specific circumstances. These conditions could not be it the acceptance of satisfactory indicators, or the achievement of a degree. Other offers may be conditional posts for example in which you are selected candidates for baptism should undergo a period of testing. If the trial is judged to be satisfactory, the employee will be asked to leave, and if it is organized according to satisfactory standards, that person awarded a contract of employment (Gareth 2004, 15).

2:2:9 Contract of employment

A contract of employment is a contract established between an employer and employees where the employee agrees to perform work on behalf of the employer in return earning a salary. Thereafter the employer supervises the work performed by the employee.

Whether the offer is conditional or unconditional, the contract of employment must be clear and concise. Finnish law states that key terms and conditions of employment must be provided within the employment contract. A standard contract of employment must contain the following few terms, the effective date, the term of the contract and the reasons for the term, the trial time if an agreement is made based on a test, location or condition Traveling when there is no fixed workplace, the main tasks of the task, collectively working contract, remuneration and duration of payment, normal working hours, how to determine the annual vacation, notice period and reasons for determining that time.

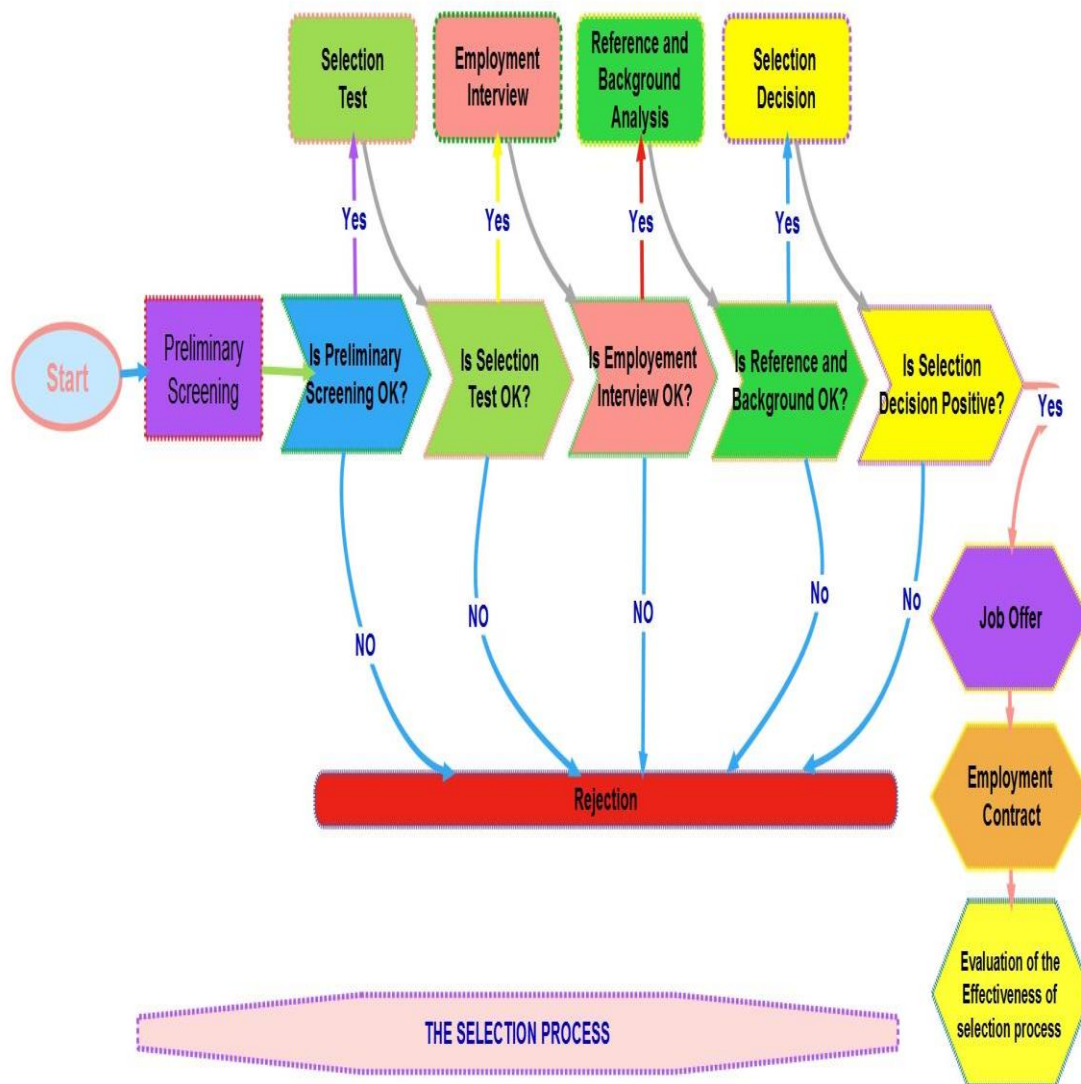


Fig. 2.3. Recruitment and selection processes

Where work is done abroad and outside the EU one-month period, working time, type of money to work paid, other side benefits operating abroad and repatriation terms employees should all be mentioned in the employment contract (Expat Finland 2010) different terms of the employment contract for different employees depending on race, gender, disability illegal discrimination. No matter what type of industry or area of operation.

The organization may, the content of the Finnish employment contract be influenced by further legal acts. The content of the contract of employment must be considered, and the employer and employee of the requirement receive by mutual agreement an agreement reached between the two.

The minimum terms of the contract must be within the context and terms of the restitution terms of an employee must all be included in the contract of employment. When an agreement is reached, and the agreement is signed, the job must start and follow up is done to ensure that the employee has no problem performing the duties involved.

Follow up

Once the recruitment and selection process is complete, another stage is staff management. This requires good management of background work information. Employee information collected during the recruitment and selection process is usually kept on file and kept in the event of racist claims or other grievances. Another important use of job information is to manage a manager. This information is used to plan the import process to support employee integration. For example, a new person may sometimes need more or less supervision than a previous employee. Studies have proven that a well-planned selection process makes it easier to identify employee weaknesses. In choosing skills-based

alternatives, there is the advantage of being easy to track progress and managing continuous performance and attaching salary to work done.

End of Recruitment and selection

Recruitment and selection are generally processes that require financial resources like any other manufacturing sector. Managers need to manage the process in a very costly manner. To achieve this type of management, the recruitment and selection process must be reviewed. Organizations often compare costs and measures and results at each stage of the process. An example of such a situation is in the advertising phase where the response rate is compared to the advertising or content method used. This comparison form usually monitors the number of respondents in the various categories up to the final selection. This is to compare costs and find a good way to advertise. Some companies evaluate interviews, tests and exercises on the application form and CV details. This information has been reviewed to identify future goals. There is a comparison that allows an organization to split costs at each stage of the process. Strategies are then clearly identified, and the cheapest process is also compared with its cost and results. These audits are performed even when employees are hired internally. The final assessment allows for a comparison between the options, costs and performance or dismissal of employees. In some cases, different strategies may produce different levels of positive results. In that case, the HR department may rely on both methods or decide to choose one.

CHAPTER 3 COVID-19 AND ITS EFFECTS IN THE HRM SYSTEM

Organizations face increasing uncertainty as they move into modern "major challenges," or more important issues that are rarely closed to national, economic, or social boundaries (Eisenhardt, Graebner, & Sonenshein, 2016; Ferraro, Etzion, & Gehman, 2015).

Today's major challenges are varied, including many complex issues such as climate change, severe economic collapse, and political instability (George, Howard-Grenville, Joshi, & Tihanyi, 2016).

In our connected world, these major problems can pose an immediate threat to the survival and survival of organizations, encouraging organizations to remain responsive and flexible as they plan and control their employees. But with the recent outbreak of COVID-19 ("Coronavirus (COVID-19)", 2020), organizations face a daunting challenge of unparalleled standards, forcing them to enter and dominate an unprecedented environment as they transform their staff into unprecedented technological, physical and social technologies.

The COVID-19 epidemic has created a particularly challenging environment for human resource management (HRM) – where managers must quickly get into the "unknown" as they try to help their employees adopt and adapt to radical changes in the workplace and the environment. For example, employees who used to spend all their time or most of their time working within the boundaries of their organization now have to make immediate adjustments to the workplace. As a result of living in a place of order and closure of non-essential businesses, even those who may be able to adapt to remote working conditions now face their unique challenges due to inability to find other workplaces (e.g., restaurants, libraries, workplaces) outside the home itself. This is likely to reduce the divisions

between the private sector and the private sector which leads to greater difficulty in “issuing” job requirements (Chawla, MacGowan, Gabriel, & Podsakoff, 2020).

In addition to increasing inequality between work and private life, school closures and childcare services have increased parental needs for staff, further strengthening the workforce and the family. While this family reunion of work seems to be in great demand for workers with children, single and childless workers are not immune to the negative effects of such working conditions, as they may be at greater risk of loneliness, feelings of worthlessness, and the negative consequences associated with social outcomes (Achor, Kellerman, Reece, & Robichaux, 2018).

3.1 Erosion of “fit”

Perhaps one of the most important HRM challenges posed by the COVID-19 epidemic includes preparing new and current employees for highly modified work conditions, such as switching to remote workplaces or implementing new policies and procedures to reduce human contact. Such big changes in how and where employees do it their work may have significant implications for employees' experience of human equality (P-E fit), or the degree of interaction between their traits and those of nature (Kristof, 1996). P-E fit theory states that people are attracted to and selected by organizations that have their work that reflects the same values, cultures, and aspects of work as their core beliefs, values and aspirations (Kristof-Brown and Guay, 2011).

In light of these processes, employees who enter organizations where their P-E fit is developed are more likely to thrive and experience higher levels of satisfaction, participation, and general well-being (Kristof-Brown, Zimmerman and Johnson, 2005). However, when the workplace that supports the fulfilment of these needs and aspirations is radically changed – as is currently the case in response to the

COVID-19 epidemic – the trickery is growing in the middle individual needs and the current work environment may lead to an unfit experience (Follmer, Talbot, Kristof-Brown, Astrove, & Billsberry, 2018).

For example, one of the most sought after interests in a proper P-E work relationship focuses on one's basic goal of building relationships and striving to meet others (Barrick, Mount, and Li, 2013). Throughout the recruitment and selection process, individuals are drawn to organizations that rely on this basic need (Yu, 2014), and existing research supports the idea that working relationships fulfil this basic need to meet others (Edwards & Cable, 2009). But as organizations adapt their response capabilities to the current epidemic in ways that completely limit physical communication, potential inequalities arising from these new P-E disruptions highlight the potential crisis for workers' well-being and productivity organizations.

Likewise, as organizations continue to transform their HR practices in the face of COVID-19, understanding how these unprecedented changes affect the knowledge of PE fit staff, and how potential inequalities can be addressed, will become increasingly important. For example, organizations have to switch to visible forms of employment, selection, and training instead of face-to-face communication (Maurer, 2020a), will be even more important to understand how these practices will affect the future of organizational values and cultures, as these new practices can attract and retain people differently than traditional face-to-face approaches. In this regard, research is needed to understand the impact COVID-19 has on employees' ability to navigate the job search process, how a shift in visible employment affects their ability to develop and evaluate appropriate employment perceptions, and the effectiveness of visual testing centres and training programs. Also, understanding how certain social interactions can help to balance potential misconceptions among existing employees, and how to best use them, will be

needed. Following on from the previous example regarding the need for social relations, the current panacea for measuring social media is accepted by many organizations including opportunities for visible social interactions such as real dinners, coffee breaks, and happy hours (Maurer, 2020b). While these practices may reduce feelings of inadequacy due to a sudden change in the social workplace environment, it may also leave participants feeling overwhelmed.

3.2 Immeasurable family outcomes

As organizations go through the challenges posed by COVID-19, they will also need to keep an eye on potential employees who may be equally affected by the current workplace change. Perhaps most notably, the changes we have seen as a result of the current health crisis have already begun to exacerbate labour and family conflicts, leading to “a kind of conflict of interest where work pressures and family backgrounds are somewhat incompatible” (Greenhaus & Beutell, 1985, p. 77). Over the past few years there has been a growing interest in and implementation of appropriate family work practices such as flexible planning, services involving child care on-site, and benefits including child support (Melnyk et al., 2019; Melnyk & Kubatko, 2017; Sabadash, Denysenko, 2018; Sabadash, 2006). These policies are important in reducing family conflicts (Neal, Chapman, Ingersoll-Dayton, and Emlen, 1993), especially in domestic workers (Golden, Veiga, & Simsek, 2006).

But as the current epidemic continues to emerge, the potential for conflict between the workforce and families may be greater than before. Indeed, in addition to managing the increased difficulties that can be experienced by switching to remote operation (especially for those unfamiliar in areas such as private workplaces), employees should address the growing concerns of child-rearing through the

widespread establishment of schools and child care services, and address ongoing concerns for the health and safety of family and friends. These newly acquired needs have further eroded work and family roles, making it more difficult than ever to maintain adequate work and family boundaries.

3.3 Unequal effects on other family structures

Apart from the connection between family and work communication, the biggest challenge now.

The health crisis is likely to highlight the vulnerability in the ongoing, but uneducated, part of today's family structure: childless and single workers. Over the past few decades, the rate of infertility and delay in childbirth has increased in the United States and in all Western cultures (Abma & Martinez, 2006; Kreyenfeld & Konietzka, 2017; Matthews & Hamilton, 2002), a social change that is likely to have a significant impact on employment. Although organizational scholars are less attentive to this segment of the labour market, limited research available suggests that single and childless workers may experience different types of conflicts over occupational health (Picard, 1997; Swanberg, Pitt-Catsouphes, & DrescherBurke, 2005). Besides, these people may be at greater risk for loneliness as well feelings of abandonment in society (Achor et al., 2018), perhaps due to a lack of binding (family) bonds, feelings of worthlessness, and isolation.

The current great challenge we face is likely to exacerbate such social and psychological issues. For example, there are already indications that social and organizational measures have been put in place to combat the current epidemic (e.g., accommodation on remote orders, shift to remote workplaces) to increase employees' feelings of loneliness and isolation (Kopp, 2020; Robinson, 2020). This is not entirely surprising, because people who work from home often report fewer

incomes than those in traditional work arrangements (Morganson, Major, Oborn, Verive, & Heelan, 2008). But when combined with the latest measures of social/physical abuse, the closure of unnecessary businesses, and accommodation on local orders, the feeling of inclusion and belonging can be very important for childless and single employees (Henning-Smith, 2020), posing a serious risk to their health and well-being, and organizational productivity.

Organizations may want to begin addressing this issue with inclusive acceptance and thus a creative approach to supporting all employees, by looking at the different types of the family situation. For example, human resource managers may want to focus on developing interactive HR-based systems to combat the high risk of segregation between childless and single employees and better prepare for unexpected events (such as our current problem) that can lead to feelings of loneliness and social exclusion. Such relationship-oriented HR programs can assist its employees with internal and external organizational commitments (Kehoe & Collins, 2017) and thus develop a reserve of resources needed to deal with potential social shocks as we currently face, such as focusing on network development, training and accountability. Additional options include regularly sponsoring professional and social events, where children and singles can find meaning, strengthen purpose, and establish legitimate means (as usual group meetings) to encourage employees to communicate (Collins & Clark, 2003).

3.4 Rapid switch to Remote work during COVID-19

How technological advances and the effects of COVID-19 on performance patterns have changed work today is being done. Remote control work has grown exponentially by 2020 thanks to COVID-19 and to understand what factors involve remote work, the concept of remote work is discussed below.

Studies on the effects of long-distance work began more than 20 years ago (Gajendran and Harrison, 2007). The term telecommuting has been used in literature in the 1970s' when describing the work done in a nearby office go to the staff home instead of travelling long distances from home to offices (Messenger & Gschwind, 2016).

Also, studies in the 1970s have emphasized that thanks to improved computer technology, it is possible for companies to increase applications at reduced costs (Nilles, 1975). Recent studies, however, use the word that spreads the work, in between others, to describe arrangements between employees and employers where employees and their work ethic can be distributed outside the corporate environment (Gajendran & Harrison, 2007).

Several terms are used to describe the concept of remote operation in literature, such as remote operation, telephone, distributed work, distance work, visual work and telecommunications.

Carreras and Valax (2010) define remote workers as telephone operators. That's the right employees who work outside the company often and at different times periods (Belzunegui-Eraso & Erro-Garcés, 2020; Carreras & Valax, 2010).

Similarly, Holmes (2008) uses the term telework to describe distant work. The term telecommuting, also called telework or remote work, is a well-known form of shared work. According to Holmes (2008), workers make work in a different area than the general office, where managers do not direct the work directly.

Communication with co-workers and co-workers takes place through telephone communications including email, telephone and the internet.

Holmes (2008) uses the term telework to describe distant work. The term telecommuting, also called telework or remote work, is a well-known method of distribution work (Gajendran & Harrison, 2007). According to Holmes (2008), workers make work in a different location than a regular office, where managers

are not directly targeted in overseeing the work. Contact with co-workers and co-workers occurs through telephone communications including email, telephone and the Internet (Holmes, 2008)

3.5 COVID-19 and the E-commerce markets

The initial effects of COVID-19 on recruitment and the hours spent excluded from self-assembly indicate different effects on gender, partner status, and parental status. The side effects were major in April 2020, with a small rebound in May 2020 on everyone except the women included. As a result of this closure, consolidated women were less likely to be employed and employed than consolidated men, while unmarried women were more likely to be employed and work than unmarried men. Both single and married fathers of school-age children spend fewer hours working than men without children, suggesting that they may spend more time on household chores or child care. The negative effects were minimized if their work or that of their partner could be done remotely or if they worked in an important industry. Having more adults at home helped to reduce the negative effects on the hours of single women. Given the reinstatement of inclusive men but not consolidated women, this suggests that self-employed women can remain without workers for as long as men continue their role as breadwinners and women retain their primary role as caregivers. This can continue as long as summer camps and other activities for school-going children are limited and if autumn schools are involved in online learning. This can have long-term negative effects on women's participation, the gender pay gap, and household income. The months of April to August 2020, which saw the filling of vacancies, long-term shifts, and retrenchments, remain in the top five on a cultural scale within five years.

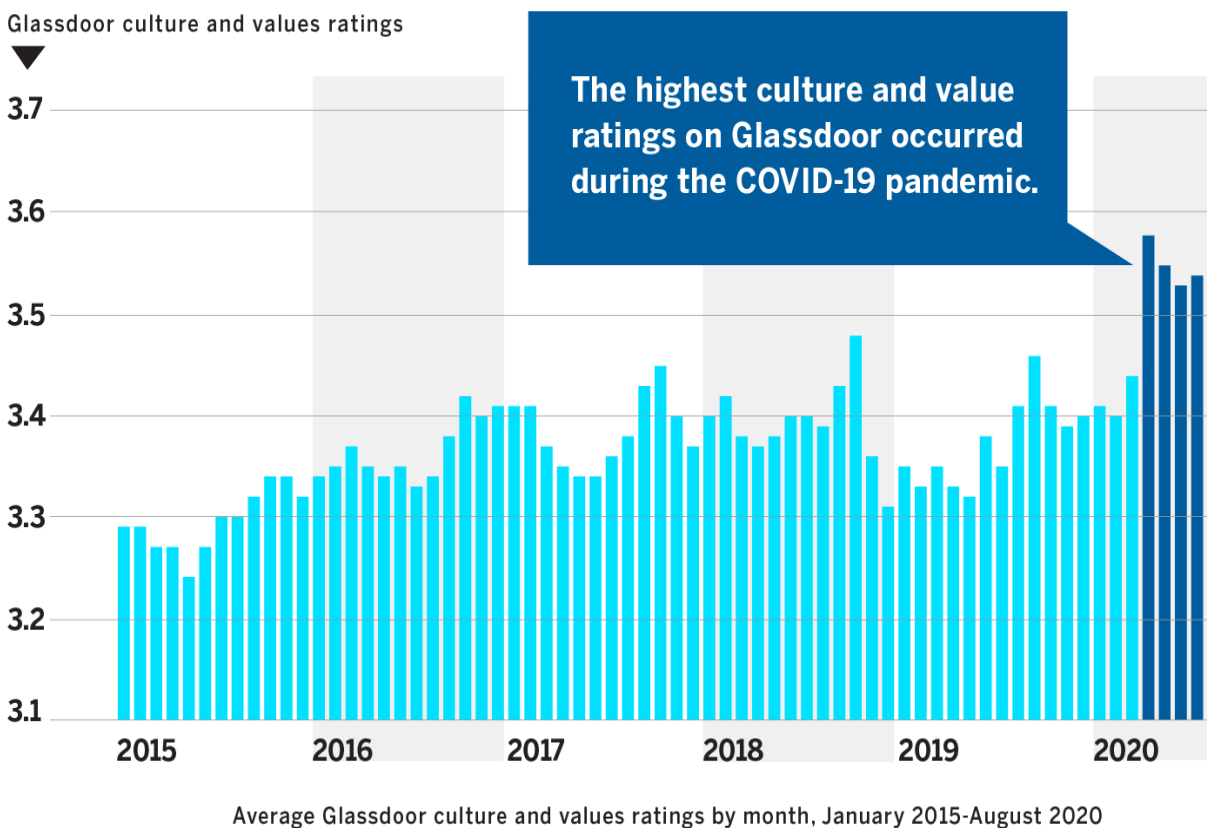


Fig. 3.1. Estimation of Company Traditions and Prices During COVID-19.

Estimation of Company Traditions and Prices During COVID-19.

The average culture and norms in the 500 Cultures companies raised in the first months of the COVID-19 epidemic in the US (April-August 2020), and those five months occupy the top five in terms of prices and price estimates over the previous five years.

To understand what drove this beautiful spike in cultural equity in the COVID-19 era, we analyzed how employees discussed more than 200 topics in a company review 12 months before the coronavirus epidemic. Our indigenous language processing platform has identified what topics employees have been mentioned in the free text of their Glassdoor reviews and whether they have commented positively or negatively. We then compared the frequency and validity of those

topics discussed before COVID-19 with the results from the updates written during the epidemic.

Employees had twice the opportunity to discuss the quality of communication with senior leaders in favorable conditions during the epidemic months than in the past. In fact, they had a 88 % chance of writing well about the loyalty and leadership of the leaders (46 %). Employees also expressed positive emotions through transparency (42 %) and general communication (35 %).

Companies listed on our Champions of Culture list, including HubSpot, Hilton, Ultimate Software, Nordstrom, and HP Inc., have achieved very well in open communication during COVID- 19.

E-Commerce in various regions such as the United States, Europe, Asia and the rest of the world has been affected by the new COVID-19 epidemic. Countries where most cases are written include Italy, Spain, Germany, France in Europe and China in Asia. Chinese company Alibaba, a major provider of e-commerce services, has managed to maintain growth rates during the economic downturn in its domestic market and faced uncertainty over the outbreak of coronavirus. The major companies involved in the 3 markets include Alibaba Group Holding Ltd., Amazon.com, Inc., Qoo10 Pte. Ltd., JD.com, Walmart Inc., Shopify, Rakuten Group, and eBay Inc.



Fig. 3.2. Employees Gave Companies High Marks for Communication and Integrity During COVID-19

Amazon has made a huge investment in unpaid one-day shipping.

In 2019, incomes decreased by 26 % and property costs increased by 46 %.

| company | Headquarters | 2020 | 2021 | 2022 | 2023 |
|---------|-------------------|-----------|-----------|-----------|-----------|
| Amazon | USA | 330,711 | 386,746 | 448,115 | 505,786 |
| Alibaba | China | 519,372 | 671,065 | 834,509 | 1,046,942 |
| Rakuten | Japan | 1,423,889 | 1,616,054 | 2,016,036 | 2,497,850 |
| Zalando | Germany | 7,633 | 8,905 | 10,033 | 11,109 |
| ASOS | United kingdom | 31 | 36 | 41 | 46 |

Fig. 3.3. Expectations of future revenues for e-commerce companies

Percentage of the effect of the spread of coronavirus varied from one company to another to the country that belonged to you, where the American Amazon and the United Kingdom company ASOS “were cumulative cases of infection have a major impact and this is consistent that they are the most affected countries of coronavirus during research, with Chinese company Alibaba and Rakuten Japanese company “Coronavirus cases” have had a significant impact on the price recovery of their shares, too the German company Zalando had a major “growing” influence dead”.

CONCLUSION

Human resource management is a critical and important part of any organization and more, organizations in the manufacturing sector that are successful in providing customer and other related services as part of its unique marketing capabilities.

Human resource is an important industry in the manufacturing sector considering that firms such as manufacturing companies, Tour and Travel Operators, Restaurants and Holidays resort all rely on their employees as sources of alternative competitive advantage.

The main challenges that Human resource managers in the manufacturing sector face are related to the management of human capital and the people who do all this are very important to ensure that employees in the manufacturing industry perform their duties and provide quality and superior customer service.

The process of determining the recruitment strategy depends on the organization of the staff. Three factors considered in the staff planning process include work structure, job specification, and job description. These three procedures must be performed to identify and determine the number of posts and the number of employees to be employed by the company. Recruitment strategies play an important role in meeting the needs of employees. Successful implementation of capital-based human resource management should begin with the recruitment strategy so that they can find a high and competitive person.

predicting the future of a risky business, but in this case, our crystal ball seems very clear. We believe that more and more organizations will be using technology-based applications and that organizations with existing models will be looking at more efficient ways to use them to have a greater overall impact.

HR professionals are in charge: HR work thus achieves a far-reaching and far-reaching regulatory position in the organization, by producing ‘ethical practices’ (cf. Miller and Rose, 2008). It can give position and power to the industry, as well as to individual HR professionals within the organization.

1. Human Resource employees should develop a competitive model based on job description of potential and current employees and their managers to measure and manage performance.
2. Since organizations can produce and develop top-level players without prioritizing high performance, organizational HR departments should conduct ethical interview questions to discuss the best and worst players.
3. HR departments must identify the code of conduct and ensure that the employees of the organization have it. This will help define and stabilize the position and organization in the industry.
4. Organizations should devote organization time, funds and space to research / career studies, team and industry planning. The process should include performance and research, consultation with senior executives and forming focus and evaluation teams.
5. HR departments should develop written job descriptions
6. Organizations should seek the help of specialists/supervisors to evaluate themselves and build a unique model of skill where this skill is lacking in the organization itself. With the release of the entire process, an organization can identify the causes of its personnel challenges.

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