

The Impact of COVID-19 on Selected Human Resource Management Functions: Recruitment & Selection, Talent Management and Performance Management

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Abstract – The primary objective of this investigation was to assess the influence of the COVID-19 pandemic on the realm of human resource management. Due to the limited existing research in this area, the researcher conducted this study to contribute to the existing literature and provide guidance for organisations and human resource managers. Employing a qualitative approach, this paper conducted a literature review to gather data and utilized Thematic data analysis for data interpretation. The results indicate that the COVID-19 pandemic has had and continues to have significant effects on three core human resource functions: recruitment and selection, performance management, and talent management. The transition to remote work has led to the digitization of recruitment and selection processes, posing challenges for HR professionals in managing performance. Additionally, the evolving landscape has underscored the importance of talent management as a critical function for organisational success.

Keywords – COVID-10, Recruitment, Selection, Performance Management, Talent Management

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1 Introduction

The novel coronavirus, famously known as COVID-19, is an unprecedented health crisis. The highly contagious disease rapidly spread from the city of Wuhan in China to the world like a wildfire covering the face of earth and was declared a global pandemic within a few months of its emergence (Mwita, 2020). The virus spread rapidly through close human contact and exposure to respiratory droplets expelled into the air by infected individuals (Shereen, Khan, Bashir, & Siddique, 2020). With the swift transmission and high contagiousness of the virus, governments worldwide enforced lockdown measures to restrict movement, discourage overcrowding, and promote self-isolation as a means of containing the spread of COVID-19 (Mwita, 2020). The virus instilled great fear and uncertainty as it significantly affected societies, employees, organisations and the overall global economy (Satankar, 2020).

According to Mwita (2020), the economic repercussions of COVID-19 were profound as these lockdown measures impacted organisations of all sizes. The emergence of the novel coronavirus presented substantial challenges for businesses on a global scale as the daily organisational operations were significantly disrupted (Aguinis & Burgi-Tian, 2021). The pandemic heavily impacted one of the key organisational operations, the human resources management (Wamundila, Siakalima, Nkhowani, Musondela, & Simui, 2022). The impact of COVID-19 on human resources management has been profound, leading to organisational financial strains, manifested through salary reductions, layoffs, and mandatory leave (Gigauri, 2020). In response to the imperative of preserving health, organisations opted for reduced workplace density and enforced social distancing, implementing remote work where feasible. Except for vital services such as healthcare, security, agriculture, and specific goods transportation, economic activities nationwide came to an abrupt halt (Asmal & Rooney, 2021).

The pandemic necessitated the most significant changes in the functions of HRM as the traditional way of executing these functions were unsuitable for the new normal imposed by the pandemic (Tshukudu, 2022). Mwita (2020) underscores the centrality of human resources in corporate success, as human resource managers are tasked with acquiring, retaining, and nurturing competent employees. This underscores HRM's pivotal role as the linchpin of organisational success, given that skilled labour drives achievements. However, the pandemic precipitated substantial changes in HRM systems (Gigauri, 2020). Caligiuri et al. (2020) note the shift of employees to remote work and the virtualization of collaborative efforts, posing challenges to conventional HRM practices.

COVID-19 has presented formidable challenges for HRM in executing performance management functions. Mwita's (2020) study reveals through interviews that managing employee performance has become notably arduous, with 82% of respondents attributing difficulties in goal setting to the pandemic. According to Tomcikova et al. (2021), talent management assumes a pivotal role in fostering motivation and retaining skilled personnel.

With the shift of most organisational activities online due to the pandemic, employers now demand a fresh array of skills and adaptability from their workforce to navigate through dynamic changes (Tomcikova et al., 2021). COVID-19 has engendered additional challenges in talent management, including hiring freezes, layoffs, salary freezes, altered work modalities, and heightened employee stress and burnout (Aguinis & Burgi-Tian, 2021).

This paper aims to explore the ramifications of COVID-19 on various HRM practices. The pandemic has significantly disrupted these practices, considering the dynamic operational context within which HRM operates during a crisis. The focal points of discussion include recruitment and selection, talent management, and performance management, all of which pose substantial threats to organisational sustainability.

2 Literature Review

This section of the paper will present the theoretical literature. The section will further detail some of the established theories on human resource management functions.

2.1 Theoretical Literature

Human Capital Theory

Human capital, as described by Armstrong and Taylor (2020), is a multi-dimensional concept that defies standardization, characterized by its tacit, dynamic, context-dependent nature, and embodied within individuals. The term finds its roots in the pioneering work of Schultz (1961), who later expounded upon it in 1981, defining it as encompassing all human abilities, innate or acquired, that hold value and can be augmented through appropriate investment (Armstrong, 2006, p. 35). Human capital encompasses the investments individuals make in themselves to enhance their economic productivity.

Education and training serve as means to enhance individuals' abilities, fostering effective changes in job performance (Alika & Aibieyi, 2014). Becker (1993) elaborates human capital as investments in education, training, skills, health, and other intrinsic values inseparable from individuals. Conversely, Marimuthu et al. (2009) defines human capital as processes related to training, education, and professional initiatives aimed at augmenting an employee's knowledge, skills, abilities, values, and social assets, thereby enhancing job satisfaction and performance.

Schultz (1981) posits that human capital comprises innate and acquired skills, crucial investments that can be expanded upon to form human capital. Alika and Aibieyi (2014) defines human capital as the innate abilities, behaviours, and personal energy individuals bring to the workplace. Overall, human capital encompasses the abilities, skills, values, and knowledge individuals acquire through education and training to enhance organisational productivity. Armstrong (2006) emphasizes that the value individuals contribute to an organisation underscores the concept of human capital theory,

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suggesting variability among individuals' intellects, from below-average to above-average. Thus, organisations prioritize recruiting and selecting candidates who add substantial value.

Human capital theory intersects with talent management, where organisations invest in individuals possessing requisite skills, knowledge, and growth potential to attract, retain, and develop the best employees. For employers, investments in training and development serve as a means to attract and retain human capital, yielding better returns on investment (Armstrong, 2006, p. 35). Particularly amid the COVID-19 pandemic, organisations face heightened demand and a reduced supply of competent employees, making innate attributes particularly critical in selection processes.

Person-Organisation Fit Theory

Morley (2007) introduces the attraction-selection-attribution (ASA) model, positing that work values play a crucial role in determining a person's Person-Organisation (P-O) fit. Individuals tend to gravitate towards organisations that mirror their characteristics, leading to the recruitment of individuals who share similar traits (Morley, 2007, as cited in Arthur et al., 2006). Morley (2007) (as cited in Kristof-Brown et al., 2005, p. 285) further emphasizes that value congruence has become widely accepted as the operational definition of P-O fit.

Makraiova, Pokorna, and Woolliscroft (2014) highlights Kimberly Nei's contributions, noting two pivotal assessments: person-to-job fit (PJ) and person-organisation fit (PO). Personality-job fit theory entails aligning a worker's abilities, needs, and values with organisational demands, rewards, and values. While interviews can reveal much about an applicant's values, effective assessment requires interviewers familiar with the organisation's values and the desired job characteristics and competencies (Makraiova, Pokorna, & Woolliscroft, 2014).

Morley (2007) asserts that potential employees may self-select out of the recruitment process if they perceive a mismatch between their enduring values and those of the hiring organisation. This underscores the importance of congruence between an individual's values and those of the organisation during recruitment and selection. Such alignment fosters high commitment and performance by enhancing compatibility between the employee and the organisation.

2.2 Empirical Literature

Human Resource Management Before COVID-19

South African literature defines human resource management as “that part in the management of organisations that are concerned with all aspects that relate to and interplay with the work and the people who do the work of and in organisations (Swanepoel, Erasmus & Schenk, 2008). Sareen and Subramanian (2012) provided that human resources are not treated as a single function but instead, it is treated as a collection of lightly specialized capabilities with distinct objectives, tasks, and needs. This was after the

human resources field was about administrative work. The Business in South Africa (2021) provided in their study that in South Africa, the human resources field was mainly an administrative function but has gradually changed as organisations “realized that for a company to gain a competitive advantage, an employee’s uniqueness should be considered, concerning what the company intends to achieve.”

Prior covid-19, the field of human Resource Management was overlooked. It was viewed and treated as a purposeless field in the world of work and many organisations did not even have a human resource management department, talk less of a single HR practitioner or consultant. With the emergence of the virus, came awareness of the imperative role of the human resource management field. Business in South Africa (2021) noted that “the role of the human resources practitioners has shifted to that of a strategic partner, a change agent and an employee champion.” They further added that human resource management in South Africa is now perceived as a competitive advantage that cannot be copied easily by competitors (Business in South Africa, 2021).

Grobler (2001) identified in his research that for an organisation to gain competitive advantage, it is through the human resource management practices which produce competitive advantage by “helping themselves and helping others.” In light of these practices, Grobler, Wörnich and Mokobane (2018) define human resource practices as individual and organisational capacities enhanced through organisational processes. Organisational managers must also recognize that people like money and other organisational resources, are human resources that must be efficiently managed (Mahapatro, 2021). In South Africa’s continual quest for legitimacy as a valid organisational function, effective human resource management received far too little attention hence it was just an administrative function within the organisation (Wörnich, Carrell, Elbert & Hatfield 2018).

In the research conducted by Grobler (2001), it is indicated that in 2001, only 51% of HR directors served on the board of directors. The human resource management function is required to contribute to the organisation’s management by producing additional value to strengthen its competitive advantage (Grobler, 2001). He further added that the human resource function must be represented in the organisation’s key decision-making forums if it is to play an important role in the organisation (Grobler, 2001). In their studies, the findings provided that 8% of the organisations that participated had a human resource management and 18% did not have a human resource department or manager (Grobler, 2001).

In 2016, Grobler and Wörnich conducted a survey and found that “the results indicated that 75.8% of the local, and 93.1% of the foreign companies, had an HR department.” In 2018, it was found in the research conducted by Grobler, Wörnich and Mokobane (2018) that only 3,3% of organisations lacked a human resource department, while 95,8% did. According to the findings, human resource professionals do not have a seat on the board of directors in 46,7% of the companies, while they do have a position on the board of directors in 50,8% of the organisations (Grobler, Wörnich and Mokobane, 2018). This indicated an improvement in the operations of the hu-

man resource management field and how organisations involve the human resource function in decision-making processes. Providing for in the same vein, it was stated that this will improve the organisation's overall functioning because the HR manager will be aware of the organisation's personnel requirements as a result of its projected future strategies (Grobler, Wörnich, and Mokobane, 2018).

Grobler (2001) indicated in his study that the main challenge is to develop policies and procedures that will help the organisation attract and retain talented employees. Furthermore, research revealed that in foreign countries, employers used a variety of strategies and practices to find and retain good talent, including employment security, internal recruitment and promotion, active succession planning, career development and guidance, and opportunities for skill development and specialization among others (Grobler, 2001). There appear to be issues with the recruitment and retention of management and other professional workers (Grobler, 2001). Recruitment freezes, early retirement, and voluntary redundancy are among the most popular techniques for reducing staff and in terms of selection, the data show that application forms, one-on-one interviews, and assessment centres are the most commonly employed approaches (Grobler, 2001).

Human Resource Management in the Midst and Post-COVID-19

Human Resources assumes a critical role in the current pandemic landscape (Nangia & Mohsin, 2020), being a pivotal and intricate resource within organisations (Makapela & Mtshelwane, 2021). Tomcikova et al. (2021) note in their research that over half of survey respondents agree that the novel coronavirus has reshaped organisational management and structure. Makapela and Mtshelwane's (2021) study reveals that HR managers grapple with unclear guidelines from draft policies on recruitment, selection, and learning and development, while employees face communication challenges regarding performance management.

Highlighting the outcomes of their investigation, Tomcikova et al. (2021) stress the need for businesses to swiftly adapt and devise action plans, with half of respondents strongly affirming that the COVID-19 pandemic has adversely impacted their operations. Bahsoun, Braik, and Kassis (2021) underscore the pandemic's transformative effect on businesses, emphasizing the importance of adaptability and resilience in today's workforce, and accentuating the value of human resources in the new normal. Managing human resources in such an environment poses significant challenges (Lewis, 2020), prompting corporations to swiftly update remote work policies, and offer unprecedented flexibility to employees (Lewis, 2020).

The COVID-19 pandemic heralds a profound shift in the world of work, fundamentally altering aspects such as work patterns, fitness, shopping, learning, communication, and workplace location (Meister, 2020). Bahsoun et al. (2021) assert that as organisations adopt more flexible working arrangements, HR departments must prioritize re-establishing organisational culture. Furthermore, they note a heightened competition for top talent in guiding post-COVID-19 recovery efforts and advocate for the continued use of analytics to optimize labour requirements and balance revenue and ex-

penses (Bahsoun, 2021). Recent research by Baker (2021) suggests a significant increase in remote work post-COVID-19, with 48% of employees expected to work remotely at least part-time, compared to 30% before the pandemic. The study underscores the need to identify fundamental competencies for effective digital collaboration as firms transition to more remote work operations (Baker, 2021).

Figure One: In what ways does your company offers training on how to successfully work from home?

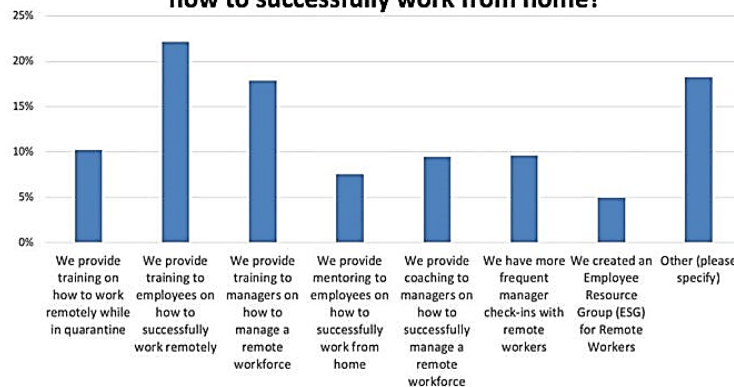


Figure 1: Future Workplace (Meister 2020)

This diagram illustrates the challenges faced by human resource managers in guiding employees and managers on successful remote work performance. Meister (2020) notes that Microsoft addressed this by creating a comprehensive Guide to Working from Home During COVID-19, striking a balance between practical aspects and emotional considerations associated with managing work, home, children, and personal self-care. In a study by Haak (2020), an unexpected suggestion arises that organisations should move away from human resources as a business partner due to flawed processes leading to a focus on figures and inadequate management. This shift prompts the formation of small groups around business partners, resulting in dissatisfaction.

Recruitment processes have become more complex during the ongoing pandemic Fraij (2021), as observed in a study by Maluleke (2020) exploring the impact of COVID-19 on employment. The drop in recruitment activities has adverse effects on organisational success, as revealed by Tomcikova et al.'s (2021) survey, indicating that most organisations did not engage in recruitment and selection activities during the pandemic. Aguinis and Burgi-Tian (2021) mention hiring freezes due to revenue loss caused by the pandemic, impacting recruitment processes significantly.

Despite the uncertainties, organisations cannot cease operations completely, necessitating the evolution of recruitment practices to adapt to the new global reality (Kruger, 2020). Mwita's (2020) study in Tanzania reveals that organisations, to avoid unnecessary spending, lost interest in recruiting new employees during the pandemic, making recruitment and selection more challenging. Organisational practices such as specifying the type of people needed, placing talented employees in challenging positions, and

using mentoring and coaching for effective training and career development are strategies that some organisations employ (Grobler, 2001).

Performance Management Impacted by Coronavirus

Recent research indicates that managing employee performance has become increasingly challenging (Mwita, 2020). Aguinis and Burgi-Tian (2021) highlight that many organisations lack advanced performance management systems, relying instead on outdated performance appraisal methods characterized by infrequent evaluations, limited feedback, and little alignment with strategic goals. Furthermore, Mwita (2020) emphasizes the need for a more strategic and compassionate approach to performance management during times of uncertainty, emphasizing individual and organisational performance as priorities.

Mwita's (2020) study revealed that the majority of respondents found it difficult to set realistic goals for employees due to the impact of COVID-19, with a significant percentage acknowledging a decline in employee performance as a result of the pandemic. The shift to remote work, necessitated by COVID-19, has presented additional challenges, with Al-Habaibeh, Watkins, Waried, and Javareshk (2021) noting the exhaustion associated with remote performance management and the complexities of coordinating activities among employees working from home. The pandemic has accelerated the adoption of remote work and technology-enabled meetings, with a substantial portion of the workforce expected to continue working remotely for the foreseeable future (Al-Habaibeh, Watkins, Waried, & Javareshk, 2021). However, monitoring performance and coordinating activities in this new paradigm pose significant challenges (Mwita, 2020).

Aguinis and Burgi-Tian (2021) observe that many organisations have downgraded or abandoned performance evaluations and reviews due to the pandemic, neglecting the essential function of performance management and adversely impacting organisational performance. Parry and Gordon (2020) note that gender inequalities exacerbate the situation, with women often pressured into caregiving roles, leading to either quitting work or reduced performance. Performance management remains crucial for achieving organisational goals, ensuring developmental impact, and fostering a service-oriented culture (Singh & Twalo, 2014). The introduction of effective performance management systems is vital for organisational survival, as poor implementation can have disastrous consequences for organisational goals and effective human resource management (Singh & Twalo, 2014).

Talent management in the era of COVID-19

Strydom, Schultz, and Bezuidenhout (2014) define talent management as a comprehensive set of corporate strategies aimed at enhancing the availability and flexible utilization of exceptionally capable employees who can significantly impact business performance. Talent management stands on par with other human resource management functions, providing organisations with skilled employees essential for achieving set objectives. Tomcikova, Svetozarovova, and Coculova (2021) affirm that talent management ensures the placement of individuals with suitable skills in appropriate posi-

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tions, as evidenced in their study exploring the effects of the COVID-19 pandemic on HR and talent management in organisations operating in the Slovak Republic. Aguinis and Burgi-Tian (2021) underscore that organisations confront significant talent management challenges amid severe revenue downturns.

Talent management plays a pivotal role in motivating and retaining organisational talent (Nangia & Mohsin, 2020), encompassing functions such as recruitment, development, and retention. With many businesses facing recessionary pressures due to the pandemic, effective talent management becomes crucial for managing labour costs while retaining the skilled workers necessary for recovery (Tomcikova et al., 2021). Considered a corporate strategy for gaining a competitive edge, talent management focuses on retaining and nurturing valuable talent (Strydom, Schultz, & Bezuidenhout, 2014). Ngoc Su et al. (2021) found that organisations express concerns about retaining and attracting qualified staff in the post-COVID-19 recovery phase, as the best employees seek opportunities in less affected industries.

Dowdeswell and Kriek (2021) report that over 80% of participants in their study foresee a return to normal talent management functions within the next year post-COVID-19. Lockdown measures have led to pay freezes, bonus cancellations, and salary reductions, prompting employees to seek alternative employment opportunities (Aguinis & Burgi-Tian, 2021). The pandemic-induced stress and burnout, exacerbated by teleworking, further impact employee productivity and organisational performance. In Tomcikova et al.'s (2021) study, a significant percentage of respondents affirm an increased demand for qualified talent since the pandemic's onset, indicating heightened competition for skilled employees. Jain et al. (2020) observes a notable decline in earnings in South Africa, directly affecting the performance and retention of organisational talent amidst remote work restrictions.

In summary, the COVID-19 pandemic has intensified talent management challenges, emphasizing the importance of strategic talent management in navigating economic downturns and retaining valuable employees in a remote work environment.

3 Research Methodology

The study employs a qualitative approach to analyse secondary data, in line with the principles outlined by Denzin and Lincoln (2005), which emphasize the socially constructed nature of reality, the researcher's relationship with the subject matter, and the contextual constraints shaping the inquiry. Data collection involves meticulously gathering pertinent information to ensure credible and logical analysis, as highlighted by Sapsford and Jupp (2006). Employing a desktop research methodology, the researcher retrieves existing information on the research topic, primarily utilizing Google and reputable academic databases such as Google Scholar, Sage Journals, SAJESBM, AOSIS Library, and ResearchGate, known for their reliability in producing accurate findings.

The subsequent phase involves data analysis, defined by Calzon (2021) as the process of collecting, modelling, and interpreting data to facilitate decision-making. Thematic data analysis (TA) serves as the methodological framework for analysing data sourced from the aforementioned databases. TA, as articulated by Braun and Clarke (2012), systematically identifies, organizes, and elucidates patterns of meaning (themes) within datasets. Salleh, et.al (2017) emphasize TA's efficacy in organising qualitative data and capturing insights from workers and experts. Moreover, Kiger and Varpio (2020) underscore TA's potency in summarizing, highlighting key features, and interpreting diverse datasets, making it a valuable tool for data analysis.

4 Analysis and Discussion

The following analysis provides a comprehensive examination of the impact of the COVID-19 pandemic on the global workforce and, consequently, on the field of human resource management (HRM). Research conducted by multiple authors corroborates the assertion that COVID-19 has significantly influenced various HRM functions, including those selected for scrutiny in this study. For instance, findings from Tomcikova et al.'s (2021) survey reveal that 51% of respondents strongly affirm the detrimental effects of the COVID-19 pandemic on their organisations, with an additional 27% partially concurring, while the remaining 22% of HR managers express dissenting views. These insights set the stage for a detailed exploration of the interconnectedness between the pandemic and the three specific HRM functions under investigation.

Numerous studies conducted among human resource managers consistently highlight the intersection between the COVID-19 pandemic and the chosen HRM functions. Drawing upon the objectives of this study, distinct themes emerge to facilitate a nuanced analysis of the implications.

4.1. The impact of covid-19 on recruitment and selection

The analysis presented in this study is derived from a comprehensive review of various studies on the research topic. These studies employ diverse methodologies, ranging from qualitative to quantitative approaches, in collecting and analysing data. The literature reviewed indicates that the COVID-19 pandemic has significantly impacted recruitment and selection processes. For instance, a study conducted by the Institute of Student Employers (2020) across 21 countries, including South Africa, revealed a widespread decline in the recruitment of graduates and interns due to the pandemic. Similarly, research by Mwita (2020) and Gigauri (2020) underscores the adverse effects of COVID-19 on organisational recruitment efforts, with many private entities halting recruitment activities while the public sector continued operation. This global phenomenon has led to a reduction in recruitment activities across various sectors in South Africa and beyond.

Furthermore, there has been a notable shift in recruitment methods from traditional face-to-face interviews to blended approaches incorporating online platforms. The Institute of Student Employers (2020) reported that 33% of countries surveyed utilized internet-based recruitment methods,

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while 38% employed a blend of online and face-to-face approaches. This adjustment aims to uphold social distancing measures and mitigate the risk of virus transmission. However, challenges such as resource limitations have hindered the widespread adoption of online recruitment processes in some organisations, as highlighted in Mwita's (2020) findings.

Moreover, Mwita (2020) observed a decline in organisational interest in recruitment and selection activities amidst business downturns. This sentiment is echoed by Tomcikova (2021), who noted a significant reduction in recruitment and selection processes during the pandemic in his study. The subsequent graph illustrates the upward trend in unemployment rates in South Africa over the past three years, underscoring the broader economic impact of the pandemic on the labour market.

Table 1: Impact of COVID-19 on recruitment and selection.

Impact of covid-19 on:	Impacted (Yes/No)	Positive or negative impact	Source
Recruitment and selection	Yes	Negative	Mwita K. (2019)
	Yes	Positive	Gigauri I. (2020)
	Yes	Positive	Braja D.R (2021)

The table illustrates that there is indeed an impact on the function of recruitment and selection. The contexts of impact differ across authors as some view it as a negative impact and some view it as a positive impact. The graph indicates a sharp increase in unemployment over the years, especially from 2019 to 2020 which is the time covid-19 emerged. The increase in unemployment indicates a decrease in employment activities.

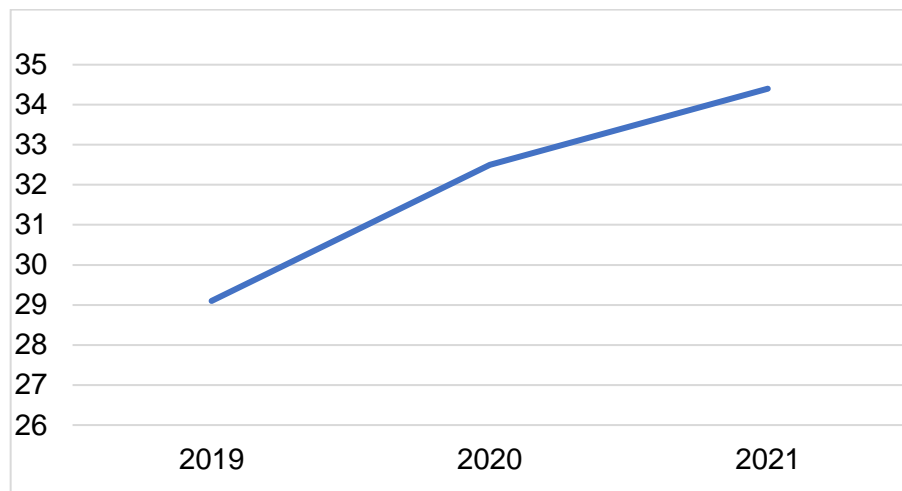


Figure 2: Unemployment rate (%)

4.1 The impact of covid-19 on talent management

The coronavirus pandemic has unimaginably influenced the world of work. Human resources managers find it difficult to manage talent in the new normal world of work. With organisations declining, human resource managers put in extra effort to retain the talent they have and attract more talent. The downside of such efforts in an organisation experiencing recession is that there are limited resources to retain talented staff. More employees are looking for better employment in organisations that are minimally affected by the coronavirus pandemic.

Therefore, the partial aim of the questionnaire was to determine the budget allocated for talent management in the surveyed organisation on the interval scale 1 – budget increased, 2 – budget remained the same, 3 – budget decreased. It stands to state that the budget for talent management (including activities related to the attraction of talents, recruitment, identification, retention of talents, and their development) has mainly not changed. Notably, it remained the same in 65.70% of companies. The budget increased in 12.40% of companies and decreased in 21.90% of companies (Tomcikova et al, 2021). With the COVID-19 pandemic causing continued uncertainty in company management and organisation, businesses must ensure that their employees have the skills and knowledge required for the introduction and implementation of new methods and procedures, which is why talented employees are critical to success. (Tomcikova et al, 2021)

Retaining the organisation's talent is part of talent management. Every organisation should strive to keep its employees happy and satisfied with their occupations. When people voluntarily quit an organisation, it raises a red signal and exposes the organisation to risk, especially if the employees possess unique talent. Employees want purpose and fulfilment from their work in today's dynamic world of work because it must be their passion, not just a paying job. Employees appear to be departing for better organisations as a

result of the recent outbreak of COVID-19. It could be a voluntary or involuntary change. Employee turnover rates imply that more people are leaving organisations or getting fired from organisations.

Table 2: Impact of COVID-19 on talent management

Impact of covid-19 on:	Impacted (Yes/No)	Positive or negative impact	Source
Talent management	Yes	Negative	Mwita K. (2019)
	Yes	Negative	Gigauri I. (2020)
	Yes	Negative	Braja D.R (2021)

The table indicates the impact COVID-19 has on the function of talent management under human resources management. There are positive and negative impacts according to the abovementioned authors.

The following line graph indicates the turnover spike since the beginning of 2020 when covid-19 emerged in many other countries across the globe. There are no certain percentages to provide for. Only the basis of the literature provides proof that there has been a significant failure in retaining talent in a good percentage of organisations across the globe. The diagram provided below indicates the results of the analysed data. The stagnant increase from 2019 was before the emergence of COVID-19. The sharp increase for 2020 indicates the spike in turnover rates across organisations which illustrates the poor management of talent including retention. 2020 was a shocking year for most organisations as many did not know how to deal with the virus and how to incorporate health and safety protocols in their organisations. Inclusive of women voluntarily leaving work to focus on their family's well-being and health, especially those who are married and have children. Throughout 2021, most organisations prioritised human resource management and managed to survive and implemented ways to keep employees satisfied with their work which took down the spike in turnover rates.

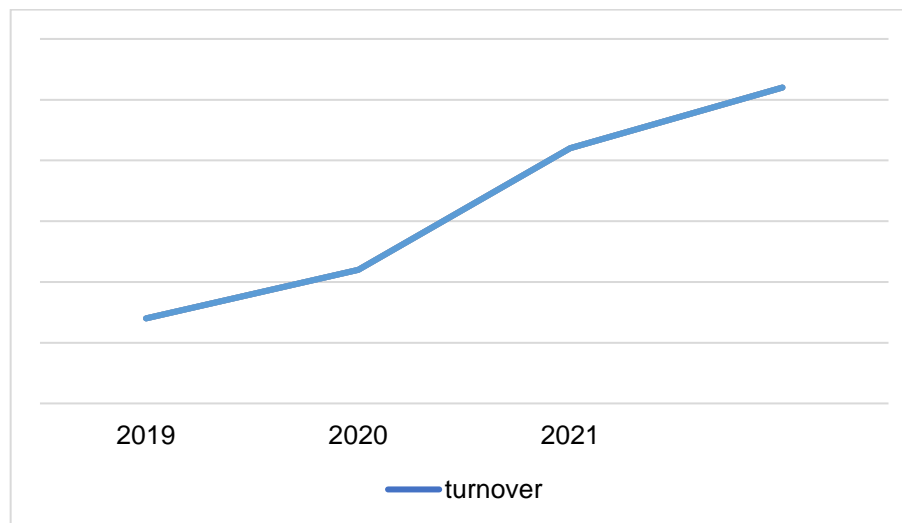


Figure 3: Turnover rates

4.2 The impact of COVID-19 on performance management

Performance management is an independent function under the talent management function of human resource management. The impact COVID-19 had on talent management inevitably affects performance management. Studies by various authors prove that COVID-19 has affected the function of performance management in various ways. One of how COVID-19 has affected performance management is the mere transition of working from the organisation to working remotely at home which is the root cause of the challenges faced in the management of performance. This transition has a direct effect on how performance management activities are carried out (Mwita, 2020; Al-Habaibeh, Watkins, Waried, & Javareshk, 2021).

The introduction of remote work has resulted in 2 main challenges faced by human resource managers. Firstly, the difficulty in balancing work and life stress affects performance. Studies by Mwita (2020) prove that employees have not been able to cope with the change and the challenges it comes with. Managing life at home and keeping up to par with work tasks has become a major challenge and human resource managers find it hard to manage the performance of geographically dispersed individual employees. Secondly, the setting of realistic goals for employees has become a challenge as many employees are faced with an unbalanced work-life, and the achievement of daily tasks has become more difficult than ever (Mwita, 2020).

With certain organisations losing revenue due to the lockdowns and continued restrictions, budgets for performance management activities and programs to improve performance have been limited and in some cases abandoned. In the findings of the study by Aguinis and Burgi-Tian (2021), it was indicated that organisations abandon performance evaluations and reviews which affects talent management.

Table 3: Impact of COVID-19 on performance management

Impact of covid-19 on:	Impacted (Yes/No)	Positive or negative impact	Source
Performance management	Yes	Negative	Mwita K. (2019)
	Yes	Negative	Gigauri I. (2020)
	Yes	Positive	Braja D.R. (2021)

The table illustrates that there is an impact on the human resource management function of performance management. Some authors believe that performance management was impacted negatively while some indicate in their studies that performance management was positively impacted.

5 Conclusion

The emergence of the novel coronavirus has impacted certain functions of the human resource management field. This paper discussed the impact of COVID-19 on recruitment & selection, performance management and talent management. The chosen human resource management functions were affected in many ways as work had changed from a physical to a virtual realm. The transition influenced how the functions were performed. This research paper aimed to collect and analyse literature associated with the research topic.

5.1 Impact of covid-19 on recruitment and selection

COVID-19 has influenced recruitment and selection in a manner in which the traditional methods of recruitment and selection evolved to virtual recruiting and selection which bear their disadvantages. This introduced the world of work to a lifetime change of how the recruitment process will pen out.

5.2 Impact of covid-19 on performance management

Performance management challenges grew with the transition of working from home as employees now difficult to manage additional work-life stress, especially for women with children.

5.3 Impact of covid-19 on talent management

The impact the pandemic had on talent management is the retention of talent and the grooming of potential talent due to revenue recession which led to a loss of talent in organisations and ultimately led to the closure of some organisations. The findings of this paper provide substantive data to assist organisations in retracing and changing the manner of approach during a volatile environment that is never-ending. Human resource management is an imperative function for all small and big organisations. Human resources managers act as strategic partners and align the human resource management functions with the overall organisational objectives.

6 Recommendations for future research

Future studies are unavoidable. COVID-19 had a huge impact on human resource management, and this study only offered a foundation and a tiny portion of the focus on HRM functions affected by the pandemic. Researchers interested in conducting similar research should build on the findings of this paper to broaden their scope. This can be accomplished by designating a specific research location. This report does not provide a research location because it focuses only on the impact HRM has endured in the hands of COVID-19. Researchers should also go out and acquire their data, according to a third guideline. Data that is qualitative is preferable to data that is quantitative. Because the researcher contributes to accurate data that may be used in quantitative data analysis, qualitative data is trustworthy. Post covid-19, researchers may re-evaluate the impact. This paper assessed the effects of the pandemic from the emergence of COVID-19 to the end of 2021, and researchers can build on the findings of this paper.

With organisations receiving the shock of their lives across the globe, it is only imperative to adapt to the new world of work including moving at a similar pace to that of technology. Many countries have introduced and implemented the Fourth Industrial Revolution which has indeed changed the technological sphere with covid-19 acting as a catalyst. The following recommendations are solely from the researcher and hope to help organisations in need to steer in the right direction for continual and prolonged survival.

(1) Allow for transformation as HR Transformation is known as the process of completely rethinking and rechartering an organisation's HR function or department (Rothwell, 2012). Organisations that resist change, collapse. In the new world of human sensitivity to human contact and the 4IR, it is only fair and sensible to adapt to the new way of working. The HR's role in transformation can impact the overall organisation as it is about people management.

(2) Allow for HRM to be an integrative business partner. Human resource management must be more than just a department in the organisation; it must also be a business partner since it must play a strategic role. It entails the administration of strategic human resources. As a business partner, hu-

man resource management must guarantee that human resource policy and procedure are followed throughout the organisation to meet the needs, goals, and objectives of the organisation and its senior leadership. HR professionals must learn to master both operational and strategic procedures, as well as people. Aligning HR planning, becoming a partner to business lines, and introducing or creating a culture for the organisation are all actions that must be taken.

(3) Not abandon HR function. Human resource management is the most important function for every organisation. With the COVID-19 outbreak, the function of human resource management gained relevance and importance. With Performance Management, organisations should change time intervals from evaluating every semester or annually to making performance evaluations and interventions daily, or monthly or rather evaluate every 3 months to track performance and keep employees 'talent and skills updated to meet the goals and objectives of the organisation. Digital recruitment infused with a sufficient amount of face-to-face assistance with reaching a wider pool increasing the probability of recruiting sufficiently skilled candidates.

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