

Changing Human Resources Policies in Companies after the COVID-19 Pandemic

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Abstract—Today, with globalization, human mobility has increased the interaction between countries significantly, and this contact has also increased the possibility of epidemics, although this contact has moved societies forward in terms of civilization. The coronavirus (COVID-19) epidemic, which caused the most loss of life from these epidemics, quickly swept the whole world with the effect of globalization. The coronavirus epidemic has affected the world economically as well as health problems. While some businesses around the world experienced an extraordinary increase in demand, some businesses temporarily stopped their activities or were forced to do so. Businesses affected by the crisis had to adapt to new legal regulations but had to make changes in matters such as working styles, human resources practices, and policies. One of the measures considered is the reduction of the workforce. The current COVID-19 crisis has created serious challenges for many organizations and has led to an unprecedented wave of termination notices. In this study, examples of companies that were affected by the pandemic process and changed their working policies after the pandemic were examined. This study aims to reveal the impact of the global COVID-19 epidemic on human resources policies and employees and how these situations will affect businesses in the future.

Keywords—COVID-19, human resource management, crisis management, business function.

I. INTRODUCTION

SINCE ancient times, many regional and global epidemics have been seen and millions of people have died due to these epidemics. Many diseases that have caused the death of millions of people until now have affected the world; these are epidemic diseases such as smallpox, plague, flu, cholera, typhoid fever, yellow fever, malaria, syphilis, tuberculosis, and typhus [1]. The COVID-19 pandemic is a disease caused by the novel coronavirus (SARS-CoV-2), and the term was first defined in late December 2019 in Wuhan, China [2]. Coronavirus is conveyed from person to person by close contact (approximately 1-1.5 m), by coughing or sneezing of an infected person, or by mouth or respiration [3]. Droplets from an infected person can infect different surfaces, and anyone who touches these surfaces may be at risk of contracting the virus when they come into contact with their mouth, face, or eyes [4]. The World Health Organization (WHO) recognized the pandemic as a worldwide threat and declared on 11 March 2020 that COVID-19 is a 'global epidemic'. WHO also emphasized that everyone in the world should take the measures to the next level for the epidemic. Precautions were taken by many authorities around the world. Common measures taken

included curfews, and travel restrictions between cities, regions, and countries [5]. When the current situation on May 17, 2022 is examined, the number of active diseases in the world was 42,957,578 and 6,222,329 deaths [6].

Since human resources management deals with employees, that is, people in companies, the COVID-19 pandemic appears to have many effects on the practices of the human resources department. Additionally, the COVID-19 pandemic has brought with it many responsibilities. For example, human resources generally recruit employees when work is busy or when manpower is insufficient, but in crises such as epidemics, companies' production and service operations slow down and therefore layoff strategies are preferred. It should not be forgotten that safe distance is encouraged, and meetings should not be held in order to prevent the epidemic from progressing. Normally, recruiters are required to interview candidates for the hiring process and evaluation of employees. However, this may cause the epidemic to spread. As a result, this problem needs to be solved by developing new ways and strategies. This study is a general literature review that aims to investigate some conceivable changes in human resources policies and management after the COVID-19 pandemic.

II. SECTORAL CHANGES DURING THE PANDEMIC PERIOD

The ongoing COVID-19 epidemic in the world causes public health problems and various problems in the economy, workforce, education, psychological and physical problems and many more. Managers have introduced some restrictions and new regulations to deal with these problems. With the incoming restrictions, significant changes occurred in economic activities. Due to the COVID-19 outbreak, the world economy has entered the deepest recession since the Great Depression. The pandemic, which has rapid and scaled mandatory quarantine practices in developed and developing economies, caused major disruptions in economic activities. For example, world GDP fell by more than 4.9% in the second quarter of 2020 due to the economic slowdown. This drop in trade was probably higher than the drop in the 2007-08 global financial crisis [7].

Today, international trade is growing, with intermediate goods trade representing two-thirds of world trade. The growth of intermediate trade is explained by the development of global supply chains. Any production interruption or any problem that may occur at a point in the chain causes the production processes to be greatly affected. Accordingly, production cuts

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in China, where the COVID-19 outbreak was first seen, caused a major disruption in global supply chains. Developments during the mandatory quarantine period have created many unexpected effects. In particular, the sudden production interruption negatively affected machinery, electronics and pharmaceutical industry manufacturers, and disruptions in the global supply chain created a global supply shock [8]. The COVID-19 crisis, which deeply affects the economy around the world, does not affect every sector of the economy at the same level. Likewise, not every employee or employee in every sector is affected by the crisis at the same level. While some workers were more affected by the crisis, some groups were less affected. Self-employed employers in small businesses (businesses with 2-9 employees) take the first place in workers group. Its manufacturing activities operate in sectors such as retail trade, accommodation, and food, which were most affected by the crisis. Although there are many jobs, especially in low- and middle-income countries, governments have low access to support packages due to the pandemic [9].

The COVID-19 pandemic has had many impacts on different industries locally and globally. One of these effects is the service sector. The service sector has become unable to carry out its activities due to both the epidemic and the economic crisis that is the result of the epidemic, and it has almost come to a standstill [10]. As a result of the research conducted in China, the tourism income was estimated as 75% by the agencies, and this result was approximately 95 billion dollars in 2020 when compared with the 2019 data [11]. In some sectors, both the size of the employee and the business decreased significantly; employees working in cargo, logistics networks of national markets and healthcare products had to work more. On the contrary, sectors such as household services, food and beverage, car rental, hotel, accommodation, transportation, and aviation were adversely affected [12].

In this part of the study, we will discuss how some important sectors will be affected by the new normal period.

A. Tourism Sector

The tourism sector has been a sector that has multiplied itself both in terms of tourists and income in the last fifty years. Research in recent years has also shown that tourism regions and good service are highly valued. Tourism is a sector that creates one out of every ten jobs in the world, has a share of 1.6 trillion dollars in world exports, constitutes 10% of world GDP, 7% of world exports, and 30% of world service exports [13]. Due to COVID-19, the tourism industry around the world has been greatly affected. The income lost from foreign tourism due to the worldwide travel ban will be tried to be provided through domestic tourism. Therefore, money flow between countries will decrease and foreign exchange inflow will decrease. The loss of money did not just come with restrictions. Cancellations of reservations previously made by tourists have put both travel companies and accommodation companies in a difficult situation. These situations will lead to global economic difficulties. Indirectly, companies made wage cuts or layoffs along with the decrease in business. In addition, the epidemic also increased sectoral costs, albeit indirectly. Companies in the

tourist service sector will need to use different methods to gain customers. Hotels will need to invest in ventilation, increase social distancing and create a hygienic environment. At the same time, the inability of employees to work at full capacity will reduce capacity. For these reasons, going on vacation and staying will be considered a luxury in the coming years.

Based on observations, we can say that tourists' travel choices began to change with the pandemic. Open areas began to be preferred rather than previously known and crowded places. Or virtual tours realized with the influence of technology are more preferred in this period.

The tourism industry needs to adapt to the new post-pandemic era and reduce its capacity utilization and its dependence on the workforce. Because the American Hospitality and Hospitality Association says that even in America, 7 out of 10 hotel rooms are empty and 70% of hotel employees are laid off. In this period of change and transformation, domestic tourists will see the value they have not seen before and will come to the fore economically [10].

B. Transportation

The transportation sector is a multifaceted sector; it deals with both passenger and freight transport. It is also closely related to the tourism industry. During the pandemic period, passenger transportation came to a standstill. In Statista's statement, it was stated that airline companies detected a loss of 314 billion dollars after COVID-19 global scale [14].

One of the security measures taken due to the pandemic was the travel ban. Passenger transfers by land, sea and air have been stopped around the world. For this reason, the transportation sector has turned to the field of transportation. The vehicles used for passengers have changed, for example, the seats on airplanes have been changed and removed, and they have begun to be used for cargo transportation. Air transportation, in particular, was greatly affected financially due to the passengers it lost, and some companies were on the verge of bankruptcy. Companies whose business is passenger transportation are trying to cover their losses in freight transportation by turning to logistics and distribution methods. As we mentioned in the tourism sector, the transportation sector will also focus on the domestic market. Companies that cannot make changes will suffer heavy losses during this period. Although the changing conditions with the discovery of the vaccine will help the volume of foreign passenger transportation return to its previous level, it will still take a long time for the public's uneasiness and distrust to catch up with the old trend. Despite this, with the relative economic recovery, cargo and freight transport is imagined remaining at this level for a long time, surpassing passenger transport. Excursions and holiday transportation, especially by sea and railway, are candidates to be the economic activity that will cause the greatest damage to this sector and will recover in the last period. [10].

In addition, urban transportation was badly affected by COVID-19. Although governments have made improvements in the use of masks, disinfection of transportation vehicles, and taking social distance measures, people affected by the

pandemic have reduced their public use due to their concerns. This provided the opportunity for sustainability. Bicycle and pedestrian paths in cities have been expanded. Thus, a step was taken for environmentally friendly transportation.

C. Manufacturing Sector

The COVID-19 pandemic has caused many challenges in the manufacturing sector globally. A survey conducted by the National Association of Manufacturers found that nearly 80% of manufacturers expected the pandemic to have a major financial impact on their companies; this rate was higher than the 48% of businesses among other sectors affected by the epidemic [15]. Apart from these, we can say that almost 53% of the manufacturing sector is harmfully affected by COVID-19 [16].

First of all, most production operations are usually done in the factory, and production must be done in person rather than remotely. This makes it difficult for things to progress. For example, being crowded in the factory and working in the same environment accelerates the spread of infection. Therefore, companies began to push for shift changes. Secondly, the weakening impact of COVID-19 on the economy also reduced production, and as consumption in the market decreased, demand also decreased. The decrease in consumption also reduced the supply rate. Production decreased, especially in companies such as restaurants where food needs to be consumed quickly [17].

Disruptions in the supply chain also caused a shortage of raw materials, which stopped or slowed down production. It also enabled us to focus on certain sectors in production during fluctuations in demand. For example, the production of masks and hygiene products has increased in the healthcare sector. At this point, some companies changed their products, for example, some textile companies started to produce masks and turned the disadvantages into advantages.

Thanks to COVID-19, which played a major role in changing the production structure, the new production method had to comply with Industry 4.0 standards. It seems that the use of automation and artificial intelligence will increase even more at the production point. Businesses that change technology and integrate it into their systems are seen as the winners of this process [18].

III. ORGANIZATIONAL BEHAVIORS AND IMPACT ON EMPLOYEES IN THE PANDEMIC

COVID-19, which has great effects on organizational behavior and employees, has led to rapid changes in the business world and working conditions.

Another important issue to be considered due to the COVID-19 epidemic, which is greatly affected by social and working conditions, is survival anxiety. During this process, employees have been burdened psychologically due to both work stress and such concerns. We can get rid of this concern with business continuity management or organizational flexibility within the company [19]. During this time, most business managers face enormous challenges as strategic operations change, and we must learn to adapt; besides, the costly consequences of the

COVID-19 pandemic are causing them to navigate dangerous waters. Although new strategic moves can help companies get out of this difficult situation, the implementation of strategies sometimes requires high costs. For this reason, companies should carry out risk management in a controlled way [20]. Also, companies do not want to make decisions unless they justify their rationale for regulating their revenue. This process requires companies to take risks. They attract their customers by reshaping their products and/or services to develop new development strategies and keep pace with the sudden change in the market. Thus, they are trying to get through the pandemic period with the least damage.

With its devastating economic disruption and effects on working hours, the COVID-19 crisis is affecting 3.3 billion workforces worldwide. Many of those who continue to work in transport, agriculture, and basic services, especially healthcare workers, are on the front lines, fighting the virus and ensuring people's basic needs are met. 136 million people work in the social work activities and human health sector in the world. Healthcare workers at risk of contracting COVID-19 include paramedics, nurses and other healthcare workers, workers and social workers in residential care facilities, and laundry and cleaning staff. These employees are not only patients in the COVID-19 outbreak but also play the role of carriers. In addition, approximately 70% of those working in the health sector are women [4].

States are trying to reduce the negative effects of the pandemic crisis on the economic dimension by taking untested measures. To protect the workforce, especially in small and medium-sized enterprises; a lot of support is on the agenda in debt financing, taxation, costs, and employment. At the global level, employment measures appear to be grouped into seven categories: subsidies for the informal or self-employed, unemployment benefits, wage subsidies, new work regulations, sick leave subsidies, limits on layoffs, and vocational training subsidies. One dimension of the supply shocks caused by the epidemic is the labor supply shock. The fact that COVID-19 causes deaths and infectious diseases means a direct loss of workforce at this point. In addition, excess demand in sectors such as logistics and health creates the need for qualified workforce. There is a need for more workforce to work in these areas [21].

Business closures due to COVID-19 continued to negatively affect labor markets around the world, resulting in higher-than-expected loss of working hours. Loss of working hours leads to increased unemployment and lack of activity. According to ILO data, the decline in employment figures was generally higher for women than for men [22]. It can be said that during this period, women have more difficulties and have problems with their jobs. Therefore, these high working hours losses have turned into significant losses in labor income. The countries with the greatest loss of labor income were middle-income countries. On the other hand, there is evidence of improvement in well-being and productivity, especially for remote workers who are able to continue working under pandemic conditions. For example, a consulting firm that surveyed nearly 12,000 employees found that most responses reported increased

productivity but found significant variation in results due to diversity [22]. On the contrary, there is also evidence that the epidemic has negative effects on employees in terms of work experience. Due to the epidemic, the health of employees, especially in workplaces, was greatly affected. This health caused damage not only physically but also psychologically. Psychologically, it causes negative consequences such as anxiety and stress. A survey of 2,700 employees found that 57% of employees reported higher levels of anxiety, 75% felt more socially isolated, and 67% felt higher levels of stress since the start of the pandemic [23].

Many high-profile organizations have allowed their employees to work from home to protect their future [24]. Remote working allowed organizations and employees to rely on technology faster, so companies needed and invested more in technological communication tools. Other companies plan to return to work to at least some degree in the medium term, and some companies have already started to implement this [25].

When the COVID-19 epidemic is examined, the most important strategy for companies to recover from the economic effects is to protect employment resources and the company by taking austerity measures. Examples of austerity policies include allowing technical outages, cutting costs, adjusting executive compensation or suspending the hiring of temporary

workers, and others [26]. Of course, the fact that many companies had to close during the pandemic period also had an impact. The downsizing of some businesses and the permanent or temporary closure of others cause a decrease in labor demand. In addition, threats to workers' health and restriction of workers' movements due to the COVID-19 epidemic also cause a decrease in labor supply. Although many companies have determined new methods and policies to protect themselves from job loss, it can be said that the easiest way to get through this period is to lay off workers. Although companies try to adapt to this situation as quickly as possible, coping with changes and crisis management can be quite challenging.

As a result, millions of workers around the world are losing income and jobs. Two years after the start of the COVID-19 pandemic, that is, on 12 April 2022, the unemployment rate in the Organisation for Economic Co-operation and Development (OECD) area reached 5.2% in February 2022 (5.3% in January), compared to the pre-pandemic record first recorded in fall. When these data are compared with the rate for 2020 (see Fig. 1), it reached the lowest level since 2001. The number of unemployed people in the OECD area also continued its decline, falling to 34.9 million, 0.7 million below the pre-pandemic level [27].

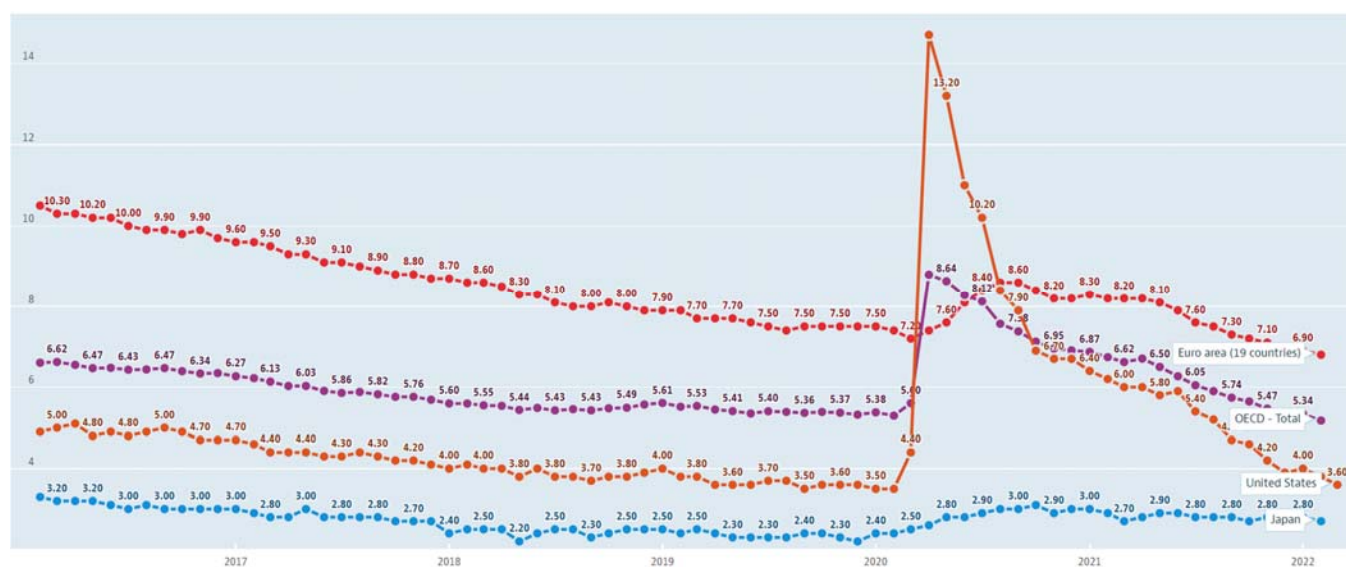


Fig. 1 Unemployment rates for selected OECD countries and country aggregates [27]

As seen in Fig. 1, pandemic conditions are unexpected crises and have negative effects on the economy. In the evaluations made as a result of COVID-19, it is seen that unemployment rates have increased. This situation affects employees both abstractly and concretely. Some work has been done by the government and companies to minimize these effects and reduce the loss of workforce. During the pandemic period, it was seen that managers needed to find new policies and methods for their employees. At this point, human resources management has become even more important for companies that do not want to lose their employees and want to use them in the most efficient way. The pandemic has been incredibly

challenging for employers and employees alike. Employers had to make tough decisions and many workers lost their jobs. A new approach to layoffs entered the literature and came to the fore. This approach is defined as digital layoffs. Many companies laid off their employees on the pretext of working remotely. One of the best examples of this is digital mortgage company Better.com. Better.com CEO Vishal Garg held a pre-holiday Zoom web meeting on Dec. 1 and announced that he would be laying off about 9% of employees at the company, reporting that nearly 900 employees had to leave their jobs just before the holidays [28].

IV. CHANGING HUMAN RESOURCES POLICIES

Different strategies and alternatives should be determined by human resources for the new order to be formed in the future. Since these processes are the application areas of people, human resources employees have come to the fore. In this process, businesses had to balance the environment and conditions so that their employees could work in a healthy environment without getting infected, while they were least affected in this process, and had to constantly update their practices for COVID-19 measures. Workplace Health Unit, Occupational Safety Specialists and Human Resources employees became business employees who took an active role in the process. They made employees feel safe by constantly communicating with each other and transferring information. They also considered the health of the employees [29]. Human Resources contributed to the successful management of the process by reviewing various activities or business policies in this period when employee motivation decreased. At this point, human resources specialists provided production efficiency by acting as a bridge between the employer and the worker. The more effective measures are taken against COVID-19 in their companies, the more trust the employees have in their employers. The perception that the business thinks of itself increases the sense of trust and belonging of the employees and provides them psychological support. Employees who feel mentally safe and valued want to do their best. All the measures taken in this context should be evaluated by Human Resources experts, and in this process, the harmony of the employee and his contribution to the corporate culture should be increased. The requirements for the healthy execution of the process are as follows; both to ensure that the effects of this process return positively to the business and to direct the process correctly under the leadership of human resources experts.

According to Nangia and Mohsin, determining the skills of employees is no longer as important as it used to be [30]. With the increase of remote working, it becomes more important to encourage employees to work from home, to communicate with them virtual and constantly, and to improve the mental and physical health of employees. Developing methods to increase the internal efficiency of the institution by training the personnel gained more importance in terms of human resources and companies in this period. Thus, they focused on getting through the process in the most efficient way.

A. Human Resources Trends after the Pandemic

When looked at on the basis of enterprises, the measures taken by the employer for the employees have affected the belonging of the employees and their confidence in their jobs. Layoffs, the first austerity measure that comes to mind due to the crisis we are in, will not go beyond saving the day. At this point, this note should be taken: A company's most valuable resource is its human resource.

Human resources management has become one of the key areas of proposals such as remote working, flexibility in working hours, and efficient working hours planning. Flexibility is another strategy that human resources use to help companies achieve their goals. Thanks to this strategy, they can

use their employees in the most efficient way.

As the pandemic negatively impacts key business trends, HR leaders need to rethink employee planning, performance, management, and experience for the new era. Companies that keep up with the changing conditions will gain in this period, so there is a need for human resources to develop new strategies. The headings related to the new normal human resources strategies related to this subject will be given below.

Digitization

Thanks to digitalization, organizations have enabled them to control their employees while allowing them to work remotely. Additionally, digitalizing the recruitment processes accelerated the process during this period. Digital skill requirements for those working in the field of human resources have also increased.

Digitization has always been on the agenda of HR. Bokolo and Petersen say that the elements of digitization seem more important than ever today, especially because of the coronavirus pandemic. It helps to adapt to the pandemic process more easily with digitalization [31]. Digitalization is a current trend and necessity. Shpak and others added that digitalization is essential in the business environment [32]. It seems more difficult for companies that cannot integrate digitalization into their business environment and businesses to overcome this process [32]. Semikin states that digitization can help businesses in optimizing humans as well as other resources [33]. Iqbal et al. analyzed whether electronic human resource management (e-HRM) has an impact on an organization's performance [34]. The results, based on a large amount of data, showed that e-HRM processes have a very significant impact on overall business performance, and the quality of HRM services has improved considerably thanks to e-HRM processes. Thanks to its ease of use, e-HRM provided an important support for HR during the pandemic period.

Internal Communication

In HRM, communication is known as the process used by managers to achieve their goals such as planning, organizing, directing and controlling. While HR manages this process, it ensures the flow of information through e-mails, internal communication tools, and other communication tools. Especially in times of pandemic and crisis, employees should communicate regularly to ensure their health, job security and business continuity. This encourages employees to feel safe and collaborate. In order for the work in the process to proceed correctly and smoothly, communication is very important not only in terms of HRM but also within the company. They use conflict management skills when solving problems within the company. At this point, effective communication and cooperation are good mediators of conflicts for companies. The pandemic changed the way of internal communication, and the change revealed the importance of communication with employees. Thanks to communication, employees can more easily interpret, understand, and manage change. [35].

Although the importance of communication in organizations is known in this period, the role of strategic internal

communication is less in the ability of employees to manage change, especially in unplanned periods when anxiety and uncertainty are high. Because sometimes it can result in negative effect. While trying to keep employees under control in environments of anxiety and uncertainty, communication can complicate this situation. For this reason, communication must be used correctly and effectively (i.e., COVID-19) [36].

Strategic internal communication studies are on the agenda of human resources managers, who are in charge of maintaining the trust of the employees in the institution and their relations with the institution in times of crisis, in order for the employees to cope with the crises. A thorough understanding of such a strategy will help managers better communicate with employees. Thus, a more constructive environment is provided.

Employee Focus

Although employee performance remained high during the pandemic period, the health of employees, the state of trust in teams and managers, and the work environment left irreversible effects (e.g. distrust, feeling of involvement) in the long term. Therefore, with the impact of the pandemic, companies have focused on factors such as employees' health, welfare and sense of belonging. To maintain this trust, HR leaders must meet their employees' demands to be heard and valued. Employees' requests and complaints should be known, necessary precautions should be taken accordingly, and it should not be too late to find solutions to problems. For this reason, the employer-employee relationship should be given a more intimate dimension and an employment contract should be created. Feedback shows that the employee's opinions are valued and increases the employee's sense of belonging and trust.

In addition to creating spaces for the interaction of work and private life, which is the dynamic of this period, we must create tools and platforms for both the physical and sensory health of employees. During this period, people will experience both material and moral losses, and companies that support these losses will always win. This will be possible by making the employee's job easier, providing tools tailored to their needs, and focusing on communication. In addition, human resources should provide mental health opportunities and make employees comfortable. Due to the lack of quality personnel, employee loyalty becomes important in this period. At this point, HR guides employees to be more committed to the company's mission and goals. During the pandemic period, when remote working is a trend, employees may not consider themselves sufficient for their working lives. For this reason, HR encourages employees to receive training and skill training so that they can improve themselves.

As a result, profit-oriented companies should act employee-oriented during the pandemic and focus on using their workforce in the most effective way.

Talent Management

Talent management has been an HR priority for the last 20 years. New working models specific to this period can sometimes be an advantage and sometimes a disadvantage.

Remote work will provide employment opportunities from Turkey for a position in Poland. This means we need to do more to keep talent in the country. It increases the competitiveness among workers who were missing from the workforce in some sectors during the pandemic period and mobilizes the market. Companies need to manage talent management correctly to avoid losing the employees they need to other markets.

Almost 90% of HR managers are concerned about employee turnover in 2022; this means increased competition for skilled and educated workers [37]. However, to think about managing talent more effectively, HR managers are expected to focus primarily on improving the skills of their employees through a skills-based management approach in 2022 [37]. Thus, they can create their own workforce by turning the emerging workforce competition into an advantage. Instead of hiring employees from foreign countries, it is advantageous to focus on the talents of your own employees and employ them in the right positions. Or, providing employees with the necessary skill programs, developing them and keeping them up to date will enable them to retain their workforce.

According to Gartner's analysis, 33% of the skills requested in average job postings in 2019 will not be needed in 2024. Gartner recommends these four fundamental principles to guide the development of a skills-based workforce [37]:

- Share accountability for skills across the organization: From a talent perspective, he argues that task distribution should not be given to just one department or just one employee and that responsibility should be distributed and shared throughout the entire organization. This approach requires strong collaboration between different departments and employees. Human resources should encourage employees to set goals for themselves and develop their skills. It is also necessary to invest in training programs that all employees can access. Human resources should not only provide training and talent programs but also coach and guide employees after the training. Performance evaluation and feedback not only make employees feel safe but also contribute to sustainability.
- Collect dynamic skills data: This step, which is linked to the previous step, advocates the necessity of constantly monitoring talents under the changing needs of employees and keeping information on this subject. As a result of the employee skills monitored, human resources must determine which skills their deficiencies need to be eliminated based on employee performance. Since these data are real-time, they can be used in recruitment processes or promotion processes. Additionally, strategic plans can be developed based on these data to ensure adaptation in changing business environments such as pandemics.
- Use skills, not just roles, in talent decisions: Human resources advocates that when making decisions, employees' abilities should also be considered, rather than just depending on the job role. Thus, businesses can have versatile and flexible employees. We may also encounter this decision-making problem in promotion and career development. When promoting employees, not only their

current role and experience but also their past skills and real-time skill results should be taken into account. This idea offers a more innovative and future-oriented approach.

- Incorporate skills into the talent management process: Human resources should also measure their employees well in terms of skills. Thus, it advocates the effective use of human resources available workforce. They can offer skills-based training opportunities outside of the responsibilities defined and required in job roles. Thus, this enables more fair and large-scale performance evaluation. At this point, human resources can make future talent plans for organizations.

As a result, if companies pay more attention to analyzing data that can adapt to changing working conditions such as pandemics with the help of human resources, they will be able to adapt to situations and conditions more easily and find more flexible solutions with talent management.

V. CONCLUSION

While this study expresses the challenges posed by the COVID-19 crisis worldwide, it is mentioned how sectors, workplaces, and employees are affected by this crisis environment. This study outlines the human resources management strategies that should be used in subjects such as employee satisfaction, productivity, motivation, adaptation to the crisis period, protection of health and safety, flexibility, and better working conditions to keep up with the changing environment with the pandemic.

COVID-19 has caused many different problems globally. It has had many psychological and mental effects on people. One consequence of its impact on people was its impact on working life. During the pandemic period, which negatively affected the world economy, it was observed that companies experienced a financial recession and some sectors even stagnated. Affected by this stagnant environment, managers sought to reduce their costs, and many employees who had to be laid off or laid off were victims of the crisis. At this point, it has been understood that managers should manage their employees well in order not to lose their employees permanently and to protect their workforce in times of crisis. Companies needed people management to protect and evaluate all aspects of their employees. Thus, human resources management, whose importance has increased, had to respond to the safety and performance of employees, the stress they have been facing for months in the environment of the COVID-19 pandemic. During this period, HR managers developed new HR strategies to cope with the crisis and protect their employees physically and mentally. We can say that companies that implement these strategies, which are more communication, talent and people-oriented, developed during this period, survived the pandemic period with less damage. Thanks to this work, companies will be able to protect their employees with HR strategies in the new normal, thus helping managers and human resources experts how to follow in any future crisis.

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