A Phenomenological Conceptual Framework to Understanding the Implications of Crisis on Human Resource Management Practices in Small and Micro Enterprises (SMEs)

[1]Pieter Sahertian, [2]David Sukardi Kodrat
[1]*Manajemen, Sekolah Pascasarjana, Universitas PGRI Kanjuruhan, Indonesia*
[2]*Manajemen, Pascasarjan, Universitas Ciputra, Indonesia*
Corresponding author: Pieter Sahertian

ABSTRACT

This research aims to understand how the crisis affects human resource management practices and how human resource managers take strategic steps to overcome the turmoil caused by the impact of the crisis. The research subject is the small and micro business (SMEs) sector in Greater Malang. This research is qualitative research with a phenomenological approach to gain an understanding of the meaning of phenomena. Data was elicited using a semi-structured interview method. The technique for determining informants used is purposive sampling, namely determining data sources with certain considerations and objectives, and informants are considered to know best about what the researcher expects. The informants were company owners and employees who were affected by the crisis. The data analysis technique used is the data source triangulation technique, where the data is analyzed descriptively using a data analysis model, which consists of three phenomenological stages, namely: data reduction, data description, and giving meaning (essence). The research results show that the crisis has had an impact on the continuity of behavior of micro, small and medium enterprises. There are entrepreneurs who are forced to terminate the employment relationships they have had so far so that their businesses can continue to operate, but there are also those who have to close their businesses. The research found that there is an interesting phenomenon because there is mutual understanding between entrepreneurs and workers in responding to the crisis so that a relationship is established that is not detrimental, which makes it possible when the pandemic ends, the possibility of cooperation to build a business together again.

KEYWORDS: phenomenological framework, crisis impact, HRM strategy.

1. INTRODUCTION

Crises in various fields, whether economic crises, crises due to disease, climate, or crises due to turmoil caused by conflicts between countries, have fundamentally changed people's ability to work normally. Companies operate effectively, and markets function efficiently. The current situation requires the business world to be able to adapt by prioritizing the protection of the health and safety of its human resources to support business continuity in times of crisis. As happened some time ago, Covid-19 has affected social, economic activities and other aspects directly related to interactions between humans. The experience of the crisis that occurred in various countries resulted in stock markets falling, the world economy being hit, and large, medium, small and micro businesses being affected, with many struggling just to survive. Apart from the threat of a crisis which will result in damage to social, natural and other infrastructure, the crisis experienced during Covid will also have an impact on people's physical, mental and emotional health.

In crisis situations, company management often changes the order of operational activities by always prioritizing and creating added value for human resources. Organizations are faced with increasing uncertainty as they must navigate highly significant challenges or problems that are usually not limited to national, economic, or social boundaries [1, 2]. Crises resulting from various causes, such as Covid-19, not only have an impact on the loss of human lives, but also have implications for reduced and even lost income as a result of layoffs and a decline in people's purchasing power. Overall, the crisis threatens and causes major setbacks in human resource management, requiring immediate, firm and coordinated action.

In facing a crisis situation, what business actors have done and will do, in this case the human resource management section, must be involved and become an important responsibility in managing human resources as valuable human capital. Does the Human Resources manager have guidance on how to handle a crisis? Do they have a plan prepared to respond to every crisis threat and a recovery plan prepared before, during and after the crisis occurs? Initiative efforts for worker safety and health, communicating with employees, and leading crisis management efforts, are activities that must be anticipated and carried out when a crisis hits [3]. This needs to be done considering that companies/organizations have an obligation to protect the safety of their workers when carrying out work. The Occupational Safety and Health Law places the responsibility on organizations/companies to provide an environment that is free from hazards that can cause death or physical injury and social and economic survival. All of this is part of crisis management and these efforts will not be successful without everyone's support.

The present study focused on Micro and Small Enterprises (SMEs), as this sector of business is more dynamic than others. Additionally, it will be more challenging to recruit qualified human resources from SMEs. Human resources in the SMEs sector must possess unique competencies acquired not via education but through on-the-job training. Human resources in fashion-related enterprises has abilities that are distinct from those in handicraft-related organizations. Another characteristic of SMEs is that the human resources department is frequently handled directly by the firm owner. This study was conducted to micro, small, and medium-sized enterprises (SMEs) in Malang Raya, which encompasses Malang City, Batu City, and Malang Regency. The following reasons led to the selection of the three areas: (1) Malang Raya, particularly Batu city, is a popular tourist destination; therefore, the level of sales of local products is relatively high; (2) the growth of SMEs in Malang Raya has continued to accelerate over the last three years; (3) the products produced by SMEs are local, which means that, in addition to being enjoyed by the local community, their market reach extends throughout Indonesia; (4) SMEs products exhibit traditional and distinctive traits that appeal to both domestic and international tourists.

However, when a crisis occurs, such as the recent Covid-19 pandemic and is followed by large-scale social restriction policies, tourism access is limited or even closed, weddings are prohibited, stalls and restaurants are limited in their services, resulting in production not being absorbed due to buying and selling transactions in large quantities or small decreased drastically. In situations like that, for large and modern companies the choice is to lay off or lay off their employees. The same thing can also be an option for small and micro businesses. However, this cannot necessarily be done by SMEs business actors, because difficulties will occur when the crisis ends, SMEs will need workers so there will be no workers who have the same skills available. On the other hand, financially small businesses are more vulnerable to a decline in income. Therefore, human resources in small businesses are a crucial factor. Based on the description above, the problem formulation that researchers will answer in this research is how business owners respond to crises that can affect human resource management, and how business owners who sometimes act as human resource managers take strategic steps to recover from turmoil. Human resources generated as a result of the crisis that occurred.

2. LITERATURE REVIEW
Human Resource Management Strategies in Responding to and Recovering from Crisis
Human resource management must capture the owner's attention, since people with unique expertise, skills, and levels of motivation are increasingly regarded as significant assets and sources of competitive advantage [4]. The more traditional strategic management perspective places a premium on human capital because it is believed to contribute to competitive advantage, is socially complicated, and is difficult to replicate.

Human resources are becoming an increasingly significant factor of business performance, according to research [5]. Under any condition, businesses must prepare their human capital to become a valuable asset and eventually a competitive edge. Manpower, as a component of human capital, is a critical component of a business's capital that must be maintained in order to adapt to changing situations.

Human Resource Management plays a role as part of crisis management and ensures that the organization has the will and ability to implement plans effectively in responding to crises that occur as a result of any crisis phenomenon, including crises due to pandemics in the health sector. HRM as part of the crisis management team should: (1) maintain the reputation of the business or organization with direct action, which may include stakeholder management, ongoing staff implementation, and ensuring customer service; (2) ensure staff mitigation to remain safe and prosperous, and ensure that their basic needs can be met; (3) comprehend personnel movement patterns in order to determine who does what, where they work (in the workplace or at home), and when client demands may be met; (4) ensure that payroll records are kept in an orderly fashion; (5)

ensure that all human resources records (payroll system data, personnel data such as yearly leave balances, and so on) are carefully documented, both physically and digitally via software service providers [3]. Similarly, Greg [3] suggests that ways for coping with recovery include the following:

- participating in recovery and focusing on the safety, well-being and health of all employees as well as identifying post-crisis assistance including psychological recovery if necessary.
- assisting companies in resuming normal operations as early as possible.
  following a tragedy or emergency, assessing current plans to identify potential emergency prevention possibilities.

The Role of Human Resource Management in Times of Crisis

In small businesses such as SMEs, which are generally not equipped with a special human resource management department, it is possible to achieve a level of efficiency and workforce management, where the HR management function is directly handled and organized by professional employers [6]. Like the impact caused by the Covid-19 pandemic, companies (business actors) need to be resolved by the relevant parties in a mutually cooperative manner so that it is resolved [7]. Self-introspection and evaluation need to be carried out in depth in order to provide a solution to the crisis that is occurring [8]. HR management must also need to adapt to the problems caused by the Covid-19. Some things that human resource managers can do in times of crisis are:

1. Identifying employees who will work full- or part-time, or determining whether an employee's contract/agreement has to be terminated/continued. The placement of employees must be carefully evaluated in order to match their talents and skills to the needs of the business, so that terminating the employment contract may be done ethically while adhering to various applicable employment regulations issued by the government and private sector [9].

2. Aligning human resources to function in accordance with the workforce is more critical than ever before. Functional alignment is something that must be approached with caution [10].

3. Human resource managers must adjust their jobs to accommodate remote personnel. This will include employee engagement, talent acquisition, and legal compliance [11,12].

4. Ensuring a secure work environment. The work environment is critical to the organization because businesses are required by the Occupational Health and Safety Act to create a safe working environment for their employees. One of the primary responsibilities of human resource management is to promote workplace safety. Additionally, human resource safety and risk management must be integrated with worker's compensation management [7,13].

5. Determining remuneration in the form of salary and benefits that fall under the purview of human resource management in accordance with the employee's positions, performance, and regulatory requirements [9].

6. Implementing solid HR management strategies during times of crisis can help organizations/companies overcome the ongoing crisis. Utilizing social media will also save time and costs which can be reduced in crisis situations such as the previous health crisis due to Covid-19 [14,15].

7. Performance management is also important to ensure that workers remain productive and engaged in times of crisis, whatever type of crisis occurs. Good performance management involves good leadership, clear goal setting, and open feedback. Performance management tools include annual performance reviews, where employees are reviewed by their managers. This kind of tool can be very helpful in providing feedback. Performance management is also an instrument to close the gap between the workforce we have today and the workforce we will have in the future. One of the best ways to build a future workforce is through learning and development [16].

8. Scheduling and managing paid leave, including vacation, sick leave, and personal interests. However, for record-keeping concerns, several businesses delegate this responsibility to payroll, with the exception of leave requests. Human resource policies and procedures governing leave must be transparent and widely distributed to all employees, as abuse of leave can result in disciplinary action or termination of employment [7].

3. RESEARCH METHODS

The aim of this research is to understand the impact of the crisis on Human Resource Management practices among micro, small and medium scale business actors in the Greater Malang Region which includes Batu City, Malang City and Malang Regency. The research method used is qualitative research with a phenomenological approach.

Qualitative research has the following characteristics; (1) the aim of the research is to gain an understanding of the meaning. or to develop theory; (2) the data collected is in the form of verbal data collected, selected and classified from data sources; (3) data collection is carried out by interpreting to gain an understanding of the

meaning of existing phenomena [17,18]. Phenomenology is an appropriate strategy for researching humans and organizations. Phenomenology is intended to examine and analyze an individual's inner life, namely his or her apparent experiences. With a phenomenological approach, various ways of interpreting experiences through interaction and meaning as real experiences are experienced [19]. Phenomenology is a rigorous descriptive analysis approach (rigorous) which consists of three steps that are closely related to each other, namely: phenomenological reduction, phenomenological description and the search for essence [20].

Phenomenological reduction is a search for nuance and accuracy in analyzing phenomena. In other words, phenomenological reduction is a systematic critical research to understand phenomena that occur as they are, namely by attributing existence to an experienced reality. For example, people can say that they feel or intuit something, but it could be that what they feel does not exist, therefore to understand existence which is the essence of phenomenology, we must understand what experiences they have had related to HR management. Description is a form of elaboration or explanation of what has been experienced. Descriptions can explain phenomena as part of the experience experienced. For example, why is something that has been experienced meaningful for human resource management? What can be gained from experience that can facilitate human resource management in crisis situations due to the current pandemic. Therefore, descriptions are always placed within the framework of phenomenological reduction and phenomenological analysis which will indicate the direction for efforts to search for the characteristics of human resource management experiences. Essence is a fundamental meaning where if that meaning does not exist, then the phenomenon cannot possibly occur, and essence is a meaning that does not change from a context [20].

Data Collection
Semi-structured interviews were used to elicit primary data. The informants were chosen based on the research objectives and sampling methodologies. They were selected based on their job qualities and were assumed to have the most in-depth knowledge of the issue under study. According to Corbin and Strauss [21], the research questions posed were determined by the study methods. Additionally, qualitative research enables the researcher to "discover rather than test variables." Interviews are a technique that is used in a variety of studies, particularly during the exploratory phase, to collect data rapidly and centrally so that the results are accurate [22]. Informants are those who possess technical knowledge, interpretive abilities, and competence in the field under consideration [22]. Following the stages of preparation, planning, instrument development, and informant identification, a series of interviews using recorded interview transcripts was done. The information was then evaluated and interpreted.

Conclusions and recommendations were made based on the outcomes of the analysis and interpretation. The interviews for this study took place in March and April of 2021.

Interview guidelines
Face-to-face interviews were done while adhering to health norms such as social distancing and wearing masks. Each in-depth interview with an informant lasted between 25 and 35 minutes and was scheduled mutually. We requested informants to consent to audio recording. The confidentiality of the informant's material is assured, and their personal information is safeguarded to maintain their anonymity. The semi-structured interview was organized around the themes denoted by open-ended questions. The defined interview themes (Table 1) pertain to existing theories or generalizations. At the conclusion of the interview, the informants were asked to make comments and express their perspective on the current study. The informants were also asked to provide detailed responses that would aid in the description and interpretation of the study's findings.

Table 1. Main Interview Themes

Part	Theme
I	Questions about the general working conditions of employees, the company, and the continuation of the manufacturing process
II	Questions concerning the importance of people to corporate success
III	Question about the response of company owners in responding to crises caused by any phenomenon
IV	Questions about the effects of the crisis on organizations and the challenges facing Human Resource Management
V	Questions about the changes brought about by the epidemic (Example: workplace, work hours)
VI	Questions about the company's approach to the pandemic issue from the Human Resource Management perspective
VII	Questions about the recovery steps taken by the owner of the company
VIII	Questions about the practices enacted towards labor (For example: are they still employed or laid off, what are the reasons)

Sampling

The informants were chosen using a purposive sampling strategy, which entails the identification of data sources while taking the research aims into account. According to Guest, Bunce, and Johnson [23], the size of purposive sampling, a commonly used non- probability sampling technique, is determined by the idea of saturation. After reaching saturation, data collection should be halted [24]. Sampling in interviews should continue as long as the amount of data/information regarding the problem continues to grow, and should be discontinued when no new insights are achieved [25]. The informants chosen are matched to the features of the responsibility and are regarded to have the greatest understanding of the subject under investigation. To assist the research process, sources are selected with various considerations, including having knowledge of the information needed. Therefore, the sample used as informants consisted of business owners as well as those in charge of HR management and workers who experienced the impacts caused by the crisis. The number of informants determined and interviewed was 24 people from 8 SMEs, including 1 business owner and 2 workers in each business category and came from three regions, namely Malang City, Batu City and Malang Regency.

Data Analysis

The data analysis procedures for the phenomena examined in this study comprised categories that are superficial, descriptive, and interpretive in nature, requiring constructions such as attitudes, viewpoints on phenomena, and a grasp of values. As a result, coding, categorization, and themes were needed as tools for analysis to achieve memos. The data were analyzed descriptively utilizing a data analysis methodology that included three phenomenological stages: data reduction, data description, and providing meaning (essence) through description. Data analysis was carried out consistently with efforts to find meaningful structures and patterns in the handling of human resources as a result of crises such as those that occurred. This analysis concentrated on the strategic policies of business owners and the issues confronting business owners and employees. Even though the analytical method was nomothetic rather than idiographic, this does not mean that idiosyncratic/unique data were discarded; rather, idiosyncratic data were realized within a framework that makes sense in light of the observed occurrences [20] (Giorgi, 1997).

4. RESULTS

According to respondents, the primary challenge faced by businesses in maintaining a going concern status was the suspension or shutdown of activities due to financial difficulties. Numerous micro and small entrepreneurs have encountered systemic obstacles and a lack of preparedness on the part of business operations. Rather than immediately adapting to new conditions and resuming operations in a pandemic state, businesses were obliged to close in order to wait for the pandemic to pass. According to the interviews, the company lacked a systematic method to learning to live and operate with a virus. Meanwhile, business owners lack experience dealing with crises, much less those that occur suddenly. Employees reported heightened stress, dread, and anxiety as a result of the interviews. They must adjust to a new world in which they may find themselves without a job (unemployment), with a wage reduction, or possibly without an income entirely owing to pandemic-related layoffs. However, other respondents believe that Human Resources Management maintains a strong commitment to employee success and welfare. According to the interview findings, the primary problem that human resource managers confront during a pandemic is a lack of understanding about new technologies that can be integrated into crisis management.

According to interviewees in the interview session, businesses in the Malang Raya area are not technologically or psychologically prepared to work remotely. This is because micro, small, and medium-sized enterprises are all types of organizations whose manufacturing activities must take place in the location where they operate. However, because SMEs have a small labor base, the health policy may be implemented in an orderly fashion. Additionally, the majority of SMEs' management lacks experience in stress and transition management. Another significant problem indicated by this research is HR professionals' capacity to manage results-oriented independence, as many processes and tasks were previously performed in the workplace.

Based on the findings of interviews with employee and business owners, it can be concluded that SMEs need to anticipate any changes that may come at any time, in order to survive in crisis situations. Like the crisis that occurred due to the Covid-19 pandemic, it has greatly affected the continuity of their business. Their business stopped due to a decrease in demand for goods produced by SMEs which resulted in a decrease in sales and a decrease in income. Association Business Development Service, Ministry of National Development Planning which conducted a survey regarding the decline in SMEs sales as a result of the health crisis such as Covid-19 which was carried out on April 13 2022 with 6,405 respondents spread across the islands of Java and Bali. The survey results showed that 36.7% said there were no sales, did not grow by 4.5%, 14.2% of respondents experienced a decrease of 10-30%, 15% of respondents experienced a decrease of 31-60%, which experienced a decrease of more than 60%. % as many as 26% of respondents, and only 3.6% of respondents experienced an increase in sales.
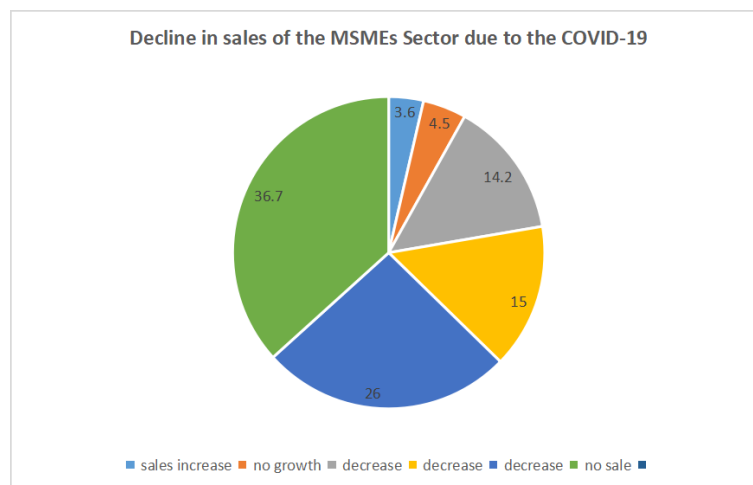
Source: Association Business Development Service Indonesia, Ministry of National Development Planning

The impact of the crisis forced SMEs to lay off employees who had worked together for a long time even though this policy was very undesirable. SMEs feel the importance of having employees as partners to jointly develop their business, especially in times of crisis which can come at any time. There are even business actors who are forced to terminate employment by asking employees to leave without pay. One thing that is encouraging as a result of the good relationship between employers and their employees is that employees who are laid off can understand and accept the layoff policy because the situation is beyond their authority. For example, to better understand the impact of the crisis caused by Covid-19 on the sustainability of companies in Indonesia, the ILO's Sustaining Competitive and Responsible Enterprises (SCORE) Program Indonesia conducted a survey of 571 companies in April 2020. The survey results showed that two out of three companies during the crisis were operational. suspended or permanently discontinued. Three percent of the companies surveyed had their business activities permanently closed, with small businesses bearing a greater burden of the crisis than larger companies. Ninety percent of the companies surveyed experienced cash flow problems. Many of them negotiate with banks, suppliers and workers. Their top priority for government assistance is access to finance and deferral of payments (e.g. utility bills, social security premiums, taxes). If the pandemic continues, the company's cash shortage will eventually fall. The pandemic has taken a toll on workers' survival. About 63 percent of companies surveyed have already let go of workers and more companies plan to do so.

Several million Indonesian workers were furloughed or temporarily laid off. Companies take many different steps to survive. About a third of companies are trying to survive by switching to online business. One in five companies is diversifying its products to respond to new demand according to needs that are appropriate to the type of crisis that is occurring. Health crises such as Covid-19, however, place a strain on business continuity as companies face shortages in inventory and raw materials, as well as difficulties in shipping finished goods. The big question is, what should the business world, especially SMEs, do when facing a crisis. Various studies conducted in various countries show that the current crisis will have a negative impact on SMEs operations as a whole, both production processes, sales volume and cash flow as well as the ability to serve clients/consumers and manage the business. Therefore, concrete actions that are considered the most important and appropriate as well as solutions to be taken to overcome the crisis, can be traced from business actors, namely business owners, workers and how to create an atmosphere in the workplace so that the production process can run smoothly.

Entrepreneurial Efforts
1. Business owners should consider building cross-functional teams to coordinate the activities of multiple business units, monitor performance, and provide the management team with the information essential to engage with employees, customers, and partners.
2. In a number of situations, businesses create effective managerial decision-making procedures. Businesses must implement health protocol standards and safeguard the safety of employees who are unable to work remotely (for example, shop assistants, cashiers, drivers, etc.). Additionally, they ensure workplace cleanliness by providing disinfectant and other supplies.
3. The corporation conducts analysis to identify the importance scale of business activities, prioritizing team efforts on critical tasks and allowing for greater flexibility on low-priority chores.

Workforce Solutions
1. Businesses must communicate effectively with their staff. Consistent and effective communication with employees can help develop the business and foster an effective organizational culture.
2. Businesses should consider introducing flexible and remote work choices, as well as work-from-home opportunities.
3. If the crisis occurs in the health sector, disseminate the latest and relevant information about the symptoms caused and recommendations for disease prevention among company employees. Use only credible sources of information, such as the Ministry of Health or the World Health Organization (WHO). Create a dedicated hotline or conduct remote online communications with relevant health professionals to facilitate question and answer sessions with employees.
4. According to the company's capacities, it considers giving psychological and financial support to employees, such as emergency aid, supplementary insurance coverage, and regular salary payments.

Establish a hospitable work environment
1. Companies must ensure a safe working environment in the event of a health crisis by thoroughly cleaning and disinfecting the workplace. In the event that an employee is suspected of being infected with a particular virus, there must be a clear process for removing the employee from the community, so that others can avoid the spread of the virus.
2. Companies make internal communication channels for employees to report on what they see and feel within the firm in order to facilitate direct contact in lieu of social media. Simultaneously, an efficient social media monitoring program can assist in identifying growing difficulties affecting customers, markets, and manufacturing facilities.
3. Companies ensure that appropriate sources of knowledge are available in the workplace. Media misinformation has posed unique difficulties for organizations reacting to the viral spread. Employers should be a reliable and timely source of information for their employees. They should explore establishing workplace information channels based on reputable sources of information.

5. CONCLUSION
Learning from health crises and crises caused by other factors in recent years, although the long-term implications of the crisis cannot yet be identified, there is little reason to believe that its impact on organizational life will be short-lived. Therefore, the focus of business actors must be to think forward, building the assumption that the big challenges that have been and will be faced, are not single events and anomalies, but are "new realities" that offer new opportunities for organizational scientists and practitioners who need to work together. care about this issue. This research shows that the crisis caused by any crisis, including the health crisis that has just passed, has hit the SMEs sector hard.

This can be felt from a decrease in income to a complete loss of income due to business closures which result in the absence of consumers. SMEs need to anticipate every change in order to survive and continue their business continuity. Termination of employment of employees is the final and inevitable solution due to the impact of the crisis. The company continues to fulfill its obligations in accordance with its capabilities and applicable regulations. SMEs need to prepare and involve employees as work partners to jointly solve problems so that business continuity continues. Employees need to have motivation, creativity and innovation to remain independent and continue to struggle in facing the problems they face.

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