

Human Resource Management in the Aftermath of the covid-19 effects on Entrepreneurial Organizations

*Ali Raza Lashari**, *Kifayat Ali Larik***, *Imran Ahmed Shah****,
*Marvi Mangi*****

Abstract

The human resource management techniques through a Delphi study with 32 university experts to simplify managerial planning and control of HR activities in the aftermath of the COVID-19 crisis. It is determined that entrepreneurial organisational and post-COVID-19 human resource management techniques are causally related using contingency theory. One hundred seventy-nine staff members from Pakistan Universities participated in a self-reported mail survey to collect the study's data. To ascertain the effect of human resource management approaches on entrepreneurial organisations, the data were analysed using structural equation modelling (SEM). The study found a link between organisational entrepreneurship and human resource management strategies. As a result, the university identifies the following facets of human resource management as dynamic post-COVID-19 factors: employee relations, evaluation, health and safety, motivation, acquisition, training and development, and termination. Digital technologies are anticipated to encourage entrepreneurship and produce fresh ideas.

Keywords: *Human Resources Management, Entrepreneurship Organizational, Covid-19, Pakistan.*

JEL Classification: *C12, O15, L26*

INTRODUCTION

Coronavirus disease (COVID-19) is now dominating the lives of everyone, and its records are continuously being rewritten. The way it compares with different viruses that purpose main respiration disease, and several remedies and vaccines are presently being investigated to

Correspondence:

,* Shah Abdul Latif University Khairpur Mirs*

*** Aror University of Art, Architecture, Design & Heritage Sindh. kifayatilarik@gmail.com*

***** Sukkur IBA University*

fight it. The novel coronavirus emerged from Wuhan, China, in 2019 and has spread to more than 213 countries regions. The COVID-19 pandemic is affecting human health worldwide. The current global pandemic affects 204 million people, and more than 5 million people worldwide have died due to the WHO. The number of cases has grown exponentially in the rest of the world. As a result, many governments have forcibly quarantined 1.7 billion people (about 20% of the world's population). Closing borders, markets, schools, and institutions are among the strongest measures to contain the virus. (Helen, 2020). COVID-19 tackles serious problems and financial crises, and you must specify the required time for that place. The world started to propose maintaining social and physical distance and controlling themselves (Rothan & Byrareddy, 2020). This includes closing facilities and curfew deportation. Such campaigns significantly impact the social and economic well-being of individuals and groups. Because of the COVID-19 pandemic, countless companies closed down, and millions lost their jobs. For COVID-19 cases, this number has grown up. The pandemic alone has caused the incarceration of millions of people due to the pandemic, which could cause more serious economic effects in the future (Berman, 2005)(Beland, Brodeur, & Wright). Approximately 13 million people were unemployed. In particular, the COVID-19 pandemic is an overall slowdown in economic activity, which is a difficult indicator of short-term economic activity, so that it will be very expensive. Many epidemics put organisations in a very difficult situation, urging them to keep employees working. Regarding the situation in Pakistan, the COVID-19 measures and the lockdown are affecting organisations and employment rates.

Pakistan faces a unique challenge: the high level of border fragility sandwiched between two coronavirus centres: China and Iran. Pakistan's healthcare infrastructure is weak. Recently, Pakistan has been strengthening its preparedness for COVID-19 through policy establishment and national emergency preparedness. Tracking and tracing people through required thermal inspection and data collection at each entry point (Mughal, 2020). An imported polymerase chain reaction (PCR) kit for the diagnosis of SARS-COV- was mobilised to set up a suspected city quarantine facility by the World Health Organization (WHO) recommendations of several hospitals (Gillani, n.d.) Have been established and monitored to trace the contact of the suspects. Pakistan is a country with limited resources and lacks existing emergency preparedness mechanisms. We must strengthen our public health capacity with a highly trained workforce. Monitoring systems of existing resources and infrastructure and laboratory networks. The state has fully developed the level of protection. However, there are still many opportunities to develop robust strategies for effective oversight mechanisms with robust diagnostic capabilities and case management systems with the support of operating agencies.

By-laws governing public health and safety and national priorities, the Pakistani government continues to regulate the economy. The COVID-19 outbreak is rare because governments worldwide are not fully prepared for emergency actions, such as social exclusion measures, public awareness programs, policies testing and quarantine, and income assistance packages. In parallel, organisations are working to lower project costs and boost employment opportunities for people who can use digital technology proficiently. The COVID-19 pandemic's unexpected effects, in particular, could alter the emphasis on human resource management, which is geared toward individuals who can use digital technologies like online meetings and online activities effectively. Employees are also expected to keep their jobs and weed out the underclass to guarantee a return on investment. COVID-19 is in peak stages regarding human resource management capabilities, business, and virtual work. Investigating how the COVID-19 epidemic

has affected business operations and human resource management is crucial.

Additionally, this emergency has a variation. Human resource directors stated that the use of innovation, teleworking, and work associations would be the most apparent changes in the future. These discoveries are of the highest significance, as human asset chiefs are fundamental in changing associations to this pandemic.

Therefore, the main object of this study: is to check the HRM and organisational entrepreneurship approaches in the post-COVID-19 outbreak.

LITERATURE REVIEW

Theoretical Foundation

Research orientation's effects primarily impact the organisational level of HRM processes (e.g., commitment and effectiveness within the organisation) or a personal level (e.g., Business ethics, organisational reputation, and morals). This approach relates to the idea that HRM capabilities processes are regulatory policies and a philosophy that can attract, motivate and retain employees to ensure practical work and organisational protection. Based on a constitutional theory that emphasises rationality. Organisations worldwide are struggling with high turnover and a disengaged workforce due to COVID-19 variants that have emerged, which has led to a sharp increase in cases (Ksinan Jiskrovska, 2022).

Based on Contingency theory, "adaptation" involves integrating the nature of the organisation with its surrounding environment. As there are many ways to achieve efficiency, the concept of equality is adopted, showing that the correct and specific path is determined by the business environment (Lawrence, 1977). In short, there is no practical way to generalise. For Green, entrepreneurs support research and news reports on the theory of new projects. When the new project was reviewed, it was confirmed that it was not formalised, in line with the multi-channel customer environment. Unlike the new project, the plan includes a simpler customer environment (Wiklund & Shepherd, 2005). When a company operates in a dynamic environment with less capital, management focuses on its business and achieves greater success. Therefore, this study analyses the theory of contingency. This includes HR practices such as Acquisition, training and development, incentives, employee relations, evolution, health and safety Retention, and Termination. This is recognised as a way to improve and rebuild the environmental factors of entrepreneur-driven organisations during the COVID-19 pandemic.

Acquisition

The acquisition concept is defined as rapidly and efficiently opening new markets and adopting new technologies. However, that does not always guarantee success, and in practice, many arguments have proven pointless or intentional. In particular, many unsuccessful people are dealing with human resource issues and activities that are often overlooked. In this sense, many studies have emphasised problems, activities, and challenges that need to be addressed to human needs post-integration can be daunting. According to (Dolker & Sushmitha, 2020), carrying out activities and tasks such as new teams and departments is essential. The top HR issues managers are dealing with due to the COVID-19 outbreak were discussed in (Roy, 2023). In a comparative study, (Yang, et al., 2020) reasons for talent failure (of them). Human resource

issues are sensitive and often unavailable in the acquisition process. Legal entities generally evaluate the feasibility, funding, and legal sanctions during the funding process. However, in these cases, it is not uncommon for organisations to ignore talent issues. Failure to recognise the value of talent within an organisation and its role in its success can lead to long-term failure. Thus, the current research comes from many aspects. This includes organizational welfare passion for business and talent management skills, online meetings, and online working skills.

Training and Development

Training and development involve developing employees' skills, knowledge, attitudes, ethics, and performance. The critical aspects of training include 1) organisational performance and 2) personal and technical. (Aswathappa, 2005) Practical training and development are defined as enhancing procedures and procedural abilities, as well as the knowledge, skills, and attitudes assigned explicitly to a Special work through training. Employees can quickly transform their existing knowledge and skills into new skills. Also, the opposite. Defines the concept of training and development to perform duties in an organisation of advanced knowledge, skills, and abilities systematically (Armstrong & Taylor) in evaluating training needs and progress for the tree. This is how employees develop organisational goals for employees and provide plans for innovation and business activities.

Incentives

Agency issues are resolved using a compensation agreement between the owner and the manager (Asija & Ringov, 2020). Thus, (Al-adamat, Al-Gasawneh, & Al-Adamat, 2020) (Makri, Lane, & Gomez-Mejia, 2006) the agreement may be based on the manager's actions or the results of such actions. For example, in a contractual agreement, the manager will be paid independently of the process for reviewing the results. On the other hand, in a contractual agreement on the results, management will be paid based on the results of the business basis. It is understood that the contractor's behaviour does not affect the manager's performance in the contract, but the results of the contract affect the performance. It was pointed out that the deep motivation for performance fueled the interest of managers and owners, thus reducing agency issues (Eisenmann, 2006). Many scholars have presented different performance areas when deciding on different functional areas, including dynamic features (Asija A; Ringov D, 2020) such as acquisition (Basuil & Datta, 2017), innovation, and integrated management. Dynamic movements serve their purpose. An incentive system implemented by businesses is to reward those who have achieved their business goals—the reward system measures who has much money. In addition, this system facilitates the acquisition and has an essential role in maintaining attractiveness and quality.

Employee Relationship

Formal relationships with employees are a concept that emerged in the 19th century. This includes the relationship between rights and responsibilities and the relationship between the management organisation and its employees. (Yongcai, 2010) It has been pointed out that manipulative relationships are generally influenced by social, economic, political, legal, and sociocultural environments. The appeal, (Al-khozondar, 2020) described employee mobilisation as a dynamic process involving managing the relationship between academic workers and the company. Companies need to change their intellectual property while encouraging these

employees to engage in nonprofit activities. (Deme & Worlu, 2017) Employee mediation is a process of effective interaction and communication between a company and its employees to achieve organisational goals. At-risk employees can consider all aspects and concepts, including silent knowledge sharing, openness policies, past investigations, and anger over current situations.

Evaluation

Evolution is significant for the improvement of governance. Through organisational analysis or evaluation, it is shown that the effectiveness of an organisation is measured from the perspective of behaviour and social systems based on their performance, problems, and achievements. Measuring organisational behaviour and effectiveness variables is a component of the organisational evaluation. This kind of evaluation is crucial for managers because it can boost productivity. It can also be an open research tool for research and outreach programmers. It can be a former, current, or past position. The ex-ante is executed before implementation and includes reviewing internal and external plans, continuity, and projects. At the same time, routine implementation or progress may also be defined as the changes in aircraft implementation and the implementation of various processes, including the measurement of resource and material limitations, the implementation of activities, and the partial realisation of results, making a plan to implement it. As described in (Spanache & Havas) this type of association involves evaluating the effectiveness of the outcomes and goals set. Many analytical elements were used to measure. This includes the performance and efficiency of product communication and online technology, including cost savings and revenue generation.

Health and Safety

An Organization Health & Safety management system combines specific elements such as planning and evaluation, organisational management, negotiation management, and joint planning to improve OH&S performance. (Gyekye, Salminen, & Ojajarvi, 2012) Relevantly called for the effective use of communication and information networks in an organisation to significantly reduce the number of accidents while simultaneously increasing employee care for OH&S management's commitment. The safety management system includes built-in mechanisms designed to control risks that may affect the health and safety of the organisation's employees. In terms of green, the system ensures compliance with the company's compliance policies. (Fernández-Muñiz, Montes-Peón, & Vázquez-Ordás, 2009) It is stated that the safety and security management system is fully integrated with the company and existing teams. Ensure that the system of policies, strategies and operating procedures is consistent. Health and safety policies and procedures are essential for an effective health and safety management framework. As seen from (Law, Dollard, Tuckey, & Dormann, 2011) and (Hu, Yan, Casey, & Wu, 2021), this policy shows that managers are ready to share employees. Safety and health work acceptable Health care approach and risk management is a three-step process: 1) risk identification, 2) risk assessment, and 3) risk control. Organisations must understand and manage risks to improve efficiency and competitive advantage. This study measures health and safety through hygiene habits, health Action Meetings and Small Projects.

Retention

Retaining talent is a global problem, but retaining productive and talented employees is not

easy (Darkwa, Newman, Kawkab, & Chowdhury, 2015) noted that recruiting new or existing staff is difficult for the perpetrators of violence. (Kraemer, et al., 2019) They are noted that arrests occur when organisational planning procedures and regulations encourage employees to attend meetings. Therefore, leaders in organisations must be aware of potential managerial losses, loss of funds, loss of reputation, handle corporate information (Singh, David, & Mikkilineni, 2018). Use adequate protection strategies. Organisational and financial requirements take precedence over employee retention requirements. (Boin, kuipers, & Overdijk, 2013) Eligibility is defined as the manager's interest in identifying suitable employees for workplaces. To retain expensive employees, action plans are incorporated into business strategies. More importantly, powerful human capital is essential to achieving organisational goals, and failure to attract and retain employees reduces organisational competitiveness. Giving company employees a place where no one else can stay is important setting false expectations for new products and developments. Therefore, this study's main objective is your work experience, retention level, and work requirements.

Termination

The subject of termination was studied, but because of his narrow view of the concept, interest in the subject was difficult. Therefore, binary files (as a complete and permanent termination) will be considered to eliminate certain situations. The idea of eliminating the number of observations should be adjusted. This will give researchers their analysis and theory of possible or impossible changes in termination conditions. It should be noted that losses may be infrequent. However, at this time, it is helpful to study the actual situation at different stages. These methods are essential for conceptual collaboration in an organisational collapse (Shehata, Montash, & Areda, 2020)

Organisational Entrepreneurship

The organisational, entrepreneurial initiative involves creating & developing a business culture to improve the company's advanced business capabilities. Explain this concept (Chen, Chan WC, Hung SW, & Lin DZ, 2020) Organizations must acquire new resources and continually improve their practices. It is not surprising to understand that the successful search for successful business opportunities in a significant organisation gives rise to emerging markets or technical know-how. (Acharya, Biswas, Mondal, & Chakraborty, 2019) In their research, they highlighted (Yiu DW & Lau CM, 2008)the primary role of influential organisations in economics, production, and development.

Vigorous organisations work in a new, flexible, and changeable environment (Wales, Gupta, Marino, & Shirokova) At the same time, they understand organisational entrepreneurship as a process that enables companies to acquire and apply new skills and practices. It has been pointed out that the salary of an organisation is related to the opportunities the organisation is pursuing (Steyn & De Bruin, 2018) Entrepreneurship not only affects knowledge but also affects a group's ability to learn by exploring new knowledge. (Hasan, 2021) Executive compensation is described as strategic Changes in products, processes, services, strategies, and organisational changes. At the same time, entrepreneurial behaviour includes innovation, activism, and entrepreneurial spirit (Alosani, Al-Dhaafri, & Abdulla, 2020). As an essential part of good performance, (Matoochund & Steyn, 2019) Identifies the potential of an HR system to impact an organisation's business. As a result, the following aspects are covered in this study:

exit interviews are conducted to identify the underlying reasons for terminations, terminations are linked to job requirements, and poor work performance is the primary reason for termination. Recruitment is done to meet hiring needs. Therefore, the following hypothesis is made:

H: Human resources management approaches have a positive impact on organisational entrepreneurship.

METHOD

Study One (Pilot Study)

This study was first reviewing the questionnaire. It conducted a pilot study. A five-point Likert scale was added to the questionnaire's items, with 1 "Strongly disagree" and 5 "Strongly agree". The literature review resulted in the identification of a total of eight crucial factors, which were as follows: Acquisition, training and development, incentives and recognition, employee relations, health and safety, evaluation, termination, and retention. The faculty and subject-matter experts in human resource management participated in a Delphi process to determine the best course of action. Based on the conversations and in-depth interviews with the faculty, staff, and managers in Pakistani universities, this resulted in the generation of 25 items. A sample of 32 university staff members from Pakistani universities (n = 32) were subjected to a pilot study using a 25-item instrument. A cover letter with instructions for the pilot study was attached to the instrument. SPSS 23 was used to conduct exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) on the 25 items. The 25 items on human resource management were subjected to the Extraction method's Principal Component Analysis and the Rotation method's Promax Rotation with Kaiser Normalization; both carried out using SPSS. According to the EFA results, the sampling adequacy suggested by (Tabachnick & Fidell, 1996) is met by the Kaiser-Meyer-Olkin value of 0.589 that was obtained. Additionally, Bartlett's test of sphericity exhibits significance (approximately. Chi sq\ = 438.38, p <0.001), indicating that the correlation matrix was an identity matrix. As shown in Table 1, the extracted factors have eigenvalues higher than Kaiser's recommended cutoff point of 1. With factor 1 accounting for 16.93% of the variance in the analysis, the eight factors' combined explained variance was 75.66%. The remaining seven variables together explained 51.89% of the variance. (Ozer et al., 2004) defined tolerable measurements as those that are 60% or higher and excellent measurements as those that are high 0%.

Table 1: *Explained Total Variance.*

Component	Initial eigenvalue			Loading			Rotation
	Total	loading	Cumulative%	Total	% of Variance	Cumulative %	sq\,D loading
1	3.461	16.939	16.939	3.461	16.939	16.939	2.022
2	3.181	15.82	33.791	3.181	15.82	33.791	1.997
3	1.587	9.443	44.266	1.587	9.443	44.266	1.305
4	1.049	7.293	52.591	1.049	7.293	52.591	1.525
5	0.895	6.675	60.297	0.895	6.675	60.297	1.943
6	0.394	4.67	66	0.394	4.67	66	1.873
7	0.305	4.317	71.348	0.305	4.317	71.348	1.486
8	0.046	3.281	75.662	0.046	3.281	75.662	1.718

Table 2: *The factor analysis results display the factor loading of each component in the pilot study.*

Statement	Components
Acquisition	
1. Personal organisation settings	0.595
2. Entrepreneurship skills and talent management	0.448
3. Web conferencing skills and working online	0.546
Training & development	
4. Assess training needs	0.545
5. Link the employee's development path to the organisation's goals	0.546
6. Provide business and innovation plans excited	0.478
Incentive	
7. Morale related to performance	0.549
8. Combination of personal and team motivation	0.598
9. Combination of financial and non-financial relationship	0.482
Employee relation	
10. Strategic knowledge	0.393
11. Open door policy	0.479
12. Helping employees with high-risk problems study	0.516
Evolution	
13. Results and results of the team	0.451
14. Online skills and work from home	0.492
15. Reduce expenses and make money in health and safety	0.498
Health and Safety	
16. Promote healthy habits.	0.537
17. Promote a healthy culture	0.547
18. Restrictions on meetings and events	0.434
Retention	
19. Protection of work	0.581
20. Labor autonomy	0.537
21. Pleasant work atmosphere	0.458
Termination	
22. Internal recruitment to fill hiring needs	0.538
23. To determine the actual cause of conducting an exit interview	0.326
24. Link the layoffs to the needs of the workers	0.501
25. Bad performance is the main reason for layoffs.	0.493

All factor loadings from the EFA results were higher than .40. This indicates that no factor needed to be deleted and that the minimum cut-off limit for items to be deleted is 0.40. The Cronbach alpha coefficient was between 0 and 0 point 62 to 0 point 79. The instrument has

internal consistency as a result. The factors' specifics are as follows. Acquisition (1-3 items, Alpha =0.651), training and development (4-6 items, Alpha =0.602), and incentive (7-9 items, Alpha=0.736). Employee relationship (items 10–12, alpha =0.662), evolution (items 13–15, alpha =0.586), Health and Safety (items 16–18, alpha =0.697), retention (items 19–21, alpha =0.755), and termination (items 22–25, alpha =0.719).

(STUDY TWO)

Procedure and Data Collection

Using a questionnaire, data were gathered using a survey technique. A simple random sampling on a convenience basis was adopted in which the target population was University staff. The said University was used due to the staff's hectic schedules and occasional absences during data collection. There are many public and private universities in Pakistan, but for this particular study, the authors collected their data from Pakistan's public and private universities. Data from any university is presumed to be representative of the entire population because public and private universities in Pakistan have similar structures and policies. The questionnaire had questions about demographics and the eight variables being studied: acquisition, termination, training and development, incentive, employee relationship, evolution, health and safety, and retention. Participants responded to all the items on a scale ranging from 1 strongly disagree to 5 strongly agree on a 5-point Likert scale, which was used to measure the items for these six variables—final analyses involved 179 questionnaires in total. There were 112 (62.5%) males and 67 (37.4%) females; approximately 19.5% (n=35) of participants worked with the public sector, with the remaining majority, 80.4% (n=144), working with the private sector.

RESULT

Descriptive Statistics and Pearson correlation

This establishes the descriptive statistics and bivariate correlation between each subtype, and the results are shown in Table 3.

** p <.01, as shown in Table 3, subtypes were particularly diagonal.

Table 3 shows that all sub-constructs are significantly correlated. As we can observe, the highest mean was scored by health and safety at 3.857 with a standard deviation of 0.843, while the lowest mean was scored by time 3.255 with a standard deviation of 0.784. The alpha coefficient range between 0.722 and 0.809, including internal satisfaction.

Table 3: *Descriptive statistics, Pearson correlation coefficient and reliability*

	Mean	S. D	Bound	Time	Re-wards	dis-cre-tion	Sup-port	Ter-mina-tion	Re-ten-tion	Health	Eval-ua-tion	Rela-tions	In-cen-tives	Train-ing	Ac-quisi-tion
Bound	3.588	0.753	0.725												
Time	3.255	0.784	0.436	0.722											
Re-wards	3.468	0.837	0.537	0.466	0.797										

Discretion	3.313	0.821	0.529	0.506	0.539	0.809									
Support	3.439	0.907	0.526	0.521	0.608	0.591	0.809								
Termination	3.384	0.865	0.428	0.402	0.563	0.404	0.472	0.794							
Retention	3.431	0.9	0.458	0.357	0.546	0.385	0.513	0.601	0.775						
Health	3.857	0.843	0.527	0.427	0.566	0.437	0.54	0.549	0.563	0.8					
Evaluation	3.683	0.844	0.503	0.36	0.519	0.369	0.476	0.474	0.514	0.617	0.761				
Relations	3.562	0.85	0.502	0.381	0.528	0.418	0.548	0.526	0.543	0.572	0.588	0.786			
Incentives	3.375	0.835	0.395	0.392	0.508	0.399	0.437	0.516	0.515	0.49	0.517	0.584	0.758		
Training	3.598	0.818	0.502	0.345	0.474	0.417	0.5	0.485	0.484	0.562	0.568	0.555	0.58	0.775	
Acquisition	3.64	0.843	0.479	0.383	0.475	0.445	0.594	0.378	0.473	0.502	0.541	0.612	0.503	0.594	0.789

The confirmatory factor analysis (CFA) was done on a 25-item scale. In other words, the field of observation is between relationship and structure. As shown in Figure 1, the indicators has the highest frequency from the load factor to the promoter, and the standard factor load range is between 0.72 and 0.89.

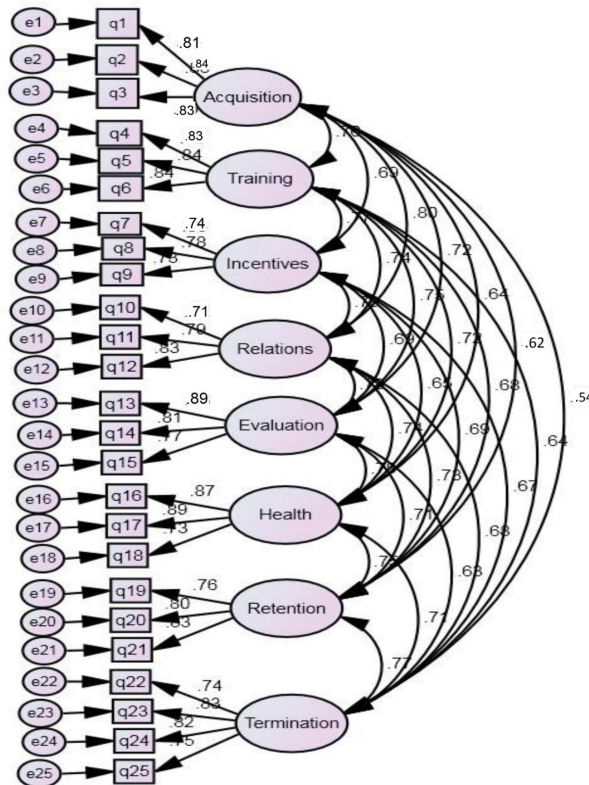


Figure 1: Confirmative factor analysis for testing measurement models

The results clearly show that the best indicator for the factor sample data is the 8-factor model. Compared with the size suggested by (Kline, 2005), the model value of the CMIN/DF size 1.669 is 3.000. A resolution CFA with that data set is also available. CFI=0.924, IFI=0.925, RMSEA=0.025, and SRMR=0.014 are definitely in the recommended range. Also, the obtained t-values are between 10.929 and 17.412 and between 1.96% and 0.05%.

The uni-dimensional verification is to ensure that each item is associated with only one structure (Bollen, 1989) (Fornell & Larcker, 1981) The alpha coefficient values in this study ranged from 0.722 to 0.809, while the composite reliability (CR) estimates ranged from 0.409 to 0.572 indicating an increase in reliable and reliable internal consistency. Because this value is higher than the recommended null of 0.49 (Bagozzi)(Kline, 2005), the average variance extends (AVE) has eight-factor capacities from 0.315 to 0.409, which is below the recommended minimum of 0.3.

Organisational Entrepreneurship Model and Human Resource Management.

The validity of the business impact model representing Post-COVID-19 human resources was examined by analysing validation factors. The model hypothesis showed a good fit for the proposed model. It is CMIN/DF 1.715; this value is below the 3.000 thresholds advised (Kline, 2005). CFI =0.878, IFI =0.88, SRMR =0.018, and RMSEA =0.027 are the respective values. CFA complies with the suggested model based on its limitations.

According to the figure, the t-values obtained in this study ranged from 6.664 to 17.476, and these values ranged from 1.96 to 0.05, leading to the mass production of the load product. The average variance coefficient (AVE) exceeded the corresponding expected values of 0.70 and 0.50. In addition, overall composite validity (CR) values range from 0.409 to 0.572. Alpha depth values fall between 0.722 and 0.809, respectively. Therefore, the estimate offers internal consistency and reliability above the suggested 0.70 (Bagozzi) (Kline, 2005). Average variance expected (AVE) values range from 0.315 to 0.409, with a minimum recommended range of 0.5 (Fornell & Larcker, 1981).

Table 4: All subtypes of CR, AVE, and MSV causal models

	CR	AVE	MSV
Termination	0.564	0.315	0.29
Acquisition	0.409	0.409	0.427
Training	0.544	0.345	0.298
Incentive	0.528	0.318	0.302
Relation	0.554	0.36	0.337
Evolution	0.529	0.318	0.316
Health	0.572	0.395	0.308
Retention	0.543	0.343	0.29

Table 4 compares distributed encoding values (AVE) and combined shared variables (MSV) values. As a comparison, you can see that Ave is greater than the MSV value. Improved identification is the same. Figure 2 shows the standard regression weights and the standard effects of this relationship. Figure 2 shows the independent configuration. HR management processes and dependencies on a single basic configuration. Here, the subcategories relate to these configurations. In this respect, Employee Relations (0.89) has been proven official.

Moreover, management support for HR management (0.90) has proven attractive for corporate businesses.

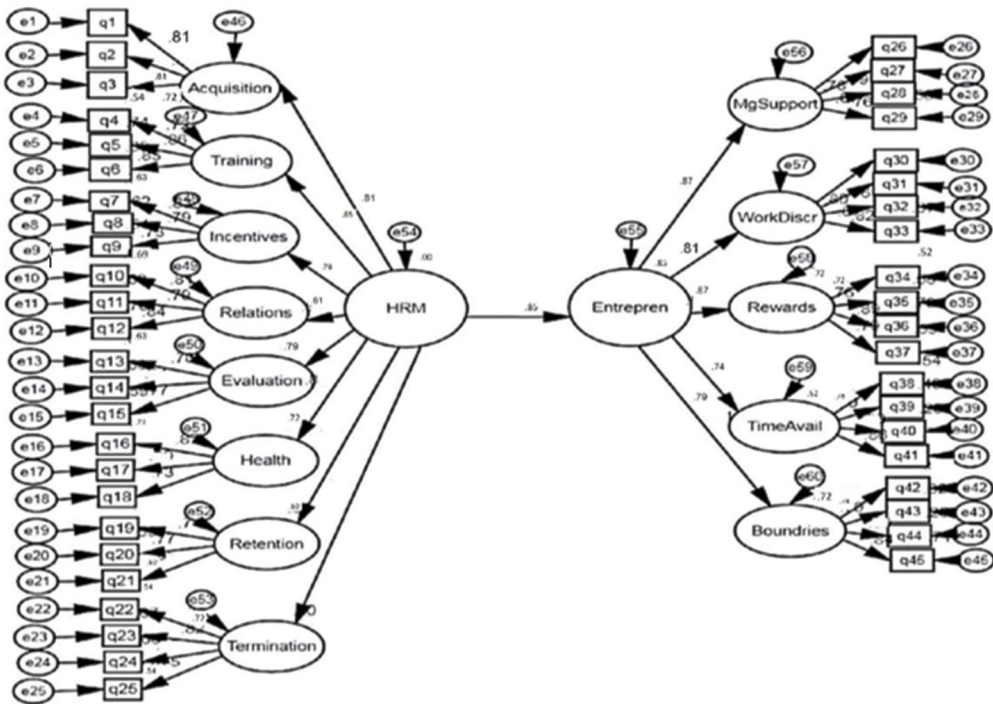


Figure 2: Effects of Standard Regression Weights and Standard Models

The direct impact of human resource management approaches on organisational perception after COVID-19 is significant (coefficient $\beta = .89$, $p \leq .001$), which supports the above theoretical principles.

DISCUSSION AND CONCLUSION

The COVID-19 pandemic has significantly altered people's social and economic circumstances, forcing business enterprises to develop new strategies and policies to deal with this unprecedented situation and make future plans. This includes a brand-new era of corporate management. Given this, one of the critical managerial functions that are likely to change and evolve is the management of human resources, including the practices of acquisition, training, and development, motivation, among others. Strategists may therefore need to reorder their priorities about hiring individuals with certain qualities. So, in addition to attempting to establish a connection between such practices and organisational entrepreneurship, this paper also attempted to develop a new measurement for the countless post-COVID-19 human resource management practices. According to contingency theory, the proposed measurements were significant in predicting organisational entrepreneurship. Organisational entrepreneurship benefited from the eight human resource dimensions (acquisition, training and development, incentives, employee relations, evaluation, health & safety, retention, and termination). Thus, the relatively quick and economic appreciation will broaden into new markets and incorporate new technologies via the following: Person-organization fit, Entrepreneurship and Talent management capabilities, Web conferencing and online working skills Training and

Development, Conducting Training Needs Assessment, Linking Employee Development Paths to Organizational Objectives, Delivering Innovation and Entrepreneurship Programs all boost Organizational Entrepreneurship. Also, the activation and application of Performance-linked incentives, combined with individual and team incentives, and the financial and non-financial rewards will affect the organisation's performance, which may facilitate the organisation in moving forward and improving itself. Developing relationships based on tacit knowledge sharing and an open-door policy between management and staff will shield the organisation from any present or upcoming crises. Evaluation is equally essential when improving team performance and effectiveness and working remotely. The same effect can be seen in health and safety when increasing awareness policies, promoting healthy hygiene practices, and developing health cultures that allow employees and customers to work safely and inspire innovation and new ideas to address crises like COVID-19. Last but not least, several measures must be taken to prevent the effects of termination, including internal hiring to meet hiring requirements, exit interviews to look into the main reasons for termination, and linking terminations to job requirements.

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