RESEARCH ARTICLE

THE MODEL OF HUMAN RESOURCE MANAGEMENT FOR ORGANIZATIONAL EFFICIENCY IN THE NEW NORMAL AGE

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Manuscript Info
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Abstract
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This article aimed at analyzing the principles of human resource management and form the model of human resource management for organizational efficiency of business companies in the new normal age. The results of the study showed that finding and retaining human talent has become a competitive battleground. The principles of human resource management consisting of human resource planning, recruitment and selection, training and development, compensation and benefit, appraising employee performance and employee retention are the functions that can be performed in organization to facilitate the most effective use of human talents, skills and knowledge of employees to work for achieving organizational goals and objectives. Attracting, developing, and retaining employees with special talents, skills, knowledge, creative thinking, and experiences become the key strategies for increasing organizational efficiency in the new normal age. As human resources play a key role in the success of organization, effective management of human resources in business companies becomes the greatest challenge of managers today, especially in the new normal age.

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Introduction:-
The COVID-19 pandemic had negative impacts on the economic condition, human life, safety, happiness and wellbeing of people around the world. So, it takes time to recover its negative effect. Brown and Nadding (2019) found that the emergence of the COVID-19 has caused many negative effects on human life. This virus can mutate and resist drug action and spread quickly throughout the world. Many people have financial problems because some

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were laid off due to the closure of their workplace affected by this pandemic. Channuwong et al. (2022) found that most people lack of happiness at work and feeling safety in living their lives. In all, the COVID-19 has caused severe damage on economic condition, social condition, and working enviroments. When situation is getting back to normal, each organization is trying to recover its financial well-being. Therefore, human resource management which focuses on using human talent, skill and knowledge is considered as the key strategy to to recover the economic situation of the organization and drive the organization to reach success and prosperity.

In the current world of high competition, effective management of human resources is one of the greatest challenges facing organizations today. Many studies revealed that the science of human resource management grew out of the need for improving the performance of employees after the industrial revolution of the early twentieth century. However, early philosophies emphasized productivity and performance above employee welfare and treated employees as machines to create productivity and profit to the industrial and business companies. Later on, Elton Mayo, who is considered the Father of Human Relations, had done good merits to improve working conditions and environments to better improve work quality of employees. Mayo's studies on employee performance introduced a new thinking that considered employees not merely as machines who toiled without cessation, but as people with needs. Work force management has become increasingly complex. The heritage and growth of the human resource management profession is closely linked to people's attitudes about work, the evolution of employment-related social, and economic trends (Milkovich, 2002).

Human resource management is a function that can play a vital role in the success of organizations; it is a necessary activity in each organization. Without good human resource management, business companies cannot run business to achieve their goals and objectives (Nowlin, 1999). Bijmolt and Zwart (1999) defined human resource management as the design of a formal system in an organization to ensure the efficient use of human talent to accomplish an organization's goals. Bijmolt and Zwart also found that applying human resource management principles in an organization completely ensures that human resource management can have proficient and effective results. Human resource management is one of the crucial elements for organizations to be successful. Mathis and Jackson (2000: 35) stated, "Three crucial elements are needed for organizations to be effective: (a) mission and strategy, (b) organizational structure, and (c) human resource management". Nickels et al. (2001) defined human resource management as: (a) the process of acquiring, training, developing, motivating, and appraising a sufficient quantity of qualified employees to perform the activities necessary to accomplish organizational objectives; and (b) developing specific activities and an overall organizational climate to generate maximum workers' satisfaction and employees' efficiency. Nickels et al. (2001: 364) also stated, "While the owner-manager of a small organization is likely to assume complete responsibility for human resource management, larger organizations use company specialists called human resource managers to perform the activities in a systematic manner". The human resource management in a small organization seems to be less complicated than in a large organization, thus it is not necessary for owner-manager of a small organization to have human resource management managers perform the activities in a systematic manner. However, the role of human resource management in both large and small organization is almost the same.

The management of human resources plays a key role in helping companies gain a competitive advantage. To meet the challenge of high-performance work systems, companies need to align human resource practices with technology (Noe et al., 1997). Therefore, the researchers would like to study the principles of human resource management, which are considered as the core competency leading to create sustainable development of organizations.

Human Resource Planning
Human resource planning is the development of a comprehensive strategy to meet the organization's future human resource needs (Cohn, 1998). Human resource planning is the process by which management ensures that it has the right number and kinds of people with the appropriate skills in the right place at the necessary time (Rosenzweig & Porter, 1998). Human resource planning translates the organization's objectives into terms of the workers needed to meet those objectives (Ivancevich, 2000; Thornton, 2001). Planning is crucial because a miscalculation could leave a company without enough employees to keep up with demand, resulting in customer dissatisfaction and lost business (Jean et al., 2002).

Christopher and Sumantra (1998) described that the basic concept of manpower planning in an organization involves reconciling employee's needs and aims with the employee's requirement for staff with specific levels of hierarchical

responsibility. This means identifying an individual's potential and, on that basis, planning and employee's education, training and career development.

Human resource planning can be summarized into three steps: (a) assessing current human resources, (b) assessing future human resource needs, and (c) developing a program to meet future human resource needs.

Current assessment. Present human resources must be first assessed. At this stage, management determines whether the present work force is appropriate for the firm's current needs and whether it is being used properly (Wren, 2000). Kumar and Thomas (2003) reported that management begins by reviewing its current human resource status. Because of the availability of sophisticated computer information systems, it's not too difficult a task for most organizations to generate a human resource inventory report. Wellens and Murphy (2000) pointed out that the input of a human resource inventory report is derived from forms completed by employees. Such reports might include the name, education, training, prior employment, languages spoken, special capabilities, and specialized skills of each employee in the organization. This inventory allows management to assess what talents and skills are currently available.

Another part of current assessment is the job analysis. The human resource inventory is concerned with telling management what individual employees can do; job analysis is more fundamental. The human resource inventory defines the jobs within the organization and the behaviors that are necessary to perform those jobs (Kranzler& Jensen, 1999).

Future assessment. The human resource forecast of future personnel needs must be conducted. This forecast compares current employee skills and their projected skills at some future date with the expected organizational needs at that date (Herman, 2001). Future human resource needs are determined by the organization's objectives and strategies. Demand for human resources (employees) is a result of demand for the organization's products or services. On the basis of its estimate of total revenue, management can attempt to establish the number and mix of human resources needed to reach these revenues. Organizational goals and the resulting revenue forecast provide the major input for determining the organization's human resource demand requirements. The forecast serves as a blueprint for training current employees and recruiting new employees to meet organizational needs (Bodine, 2000).

Developing a future program. A program must be developed to meet the future human resource needs. When current capabilities and future needs are assessed, management is able to estimate shortages both in number and in type, and to highlight areas in which the organization can be overstaffed. A program can then be developed to match these estimates with forecasts of future labor supply. If existing employees cannot be tapped for new positions, the human resources manager must determine how to find people outside the company who have necessary skills (Schuler, 1999). Every business needs to know whether enough people with the required skills are available in the general work force. Human resource planning not only provides information to guide current staffing needs, but also provides projections of future human resource needs and availability (Abraham, 1998).

Recruitment and Selection
Recruitment is a set of activities used to legally obtain a sufficient number of the right people at the right time to select those that best meet the needs of the organization. Recruiters are specialists on the human resources staff who are responsible for locating these candidates. Recruiters use a variety of methods and resources, including internal candidates, newspaper advertising, public and private employment agencies, union hiring halls, college campuses and career offices, trade shows, and referrals from employees or colleagues in the industry (Muchinsky, 1999; Thomas & Taylor, 2000). When recruiters have difficulty finding qualified candidates in the immediate area, they become more creative in their efforts. Recruiters may advertise in areas where a similar business has recently closed or downsized, enter into cooperative arrangements with vocational schools that offer training in desired skills, look abroad for people with the needed skills, or rehire previous employees (Laabs, 1999).

One of the fastest-growing recruitment resources for both large and small businesses is the Internet. Today over 5,800 companies recruit online through their Web sites, as well as through some 3,500 online recruiting services (Kimberly et al., 2000). National Data Corporation estimates that its online recruiting effort reduces average recruiting costs by as much as one-half because it allows the company to use less paid advertising and fewer corporate headhunters (Kinlaw, 1999). Online recruiting allows companies to access a broader selection of applicants, target specific types of applicants more easily, reach highly skilled applicants more efficiently, and give

applicants quicker responses to their queries. The biggest complaint is that companies must process more applications than ever before. Another is that not everyone has Internet access, making it especially difficult to reach non-technical people (Lawler, 2002).

Because recruiting is a difficult chore that involves finding, hiring, and training people who are an appropriate technical and social fit, human resource managers turn to many sources for assistance. These include internal promotions, advertisements, public and private employment agencies, college placement bureaus, management consultants, professional organizations, referrals, and applicants who simply show up at the office (Robinson et al., 2000). Leonard et al. (2001) found that an interesting trend in human resource management has been the increase in the number of temporary workers. Today, temporary, part-time and contract workers make up nearly one third of the U.S. work force.

Selection is the process of screening job applicants to ensure that the most appropriate candidates are hired (Worsham, 1998). Selection is the process by which an organization chooses from a list of applicants who best meet the selection criteria for the position available (Elderman& Kim, 2000). Selection is an exercise in prediction. Selection seeks to predict which applicants can be successful if hired. Successful in this case means performing well on the criteria the organization uses to evaluate employees (Onstenk et al., 2000). In filling a sales position, the selection process should be able to predict which applicants would be likely to generate a high volume of sales; for a position as a high school teacher, it should predict which applicants can be effective educators (Poocharoon, 1995). Schoomaker (1997) found that all selection programs attempt to identify the applicants who have the highest chance of meeting or exceeding the organization's standards of performance.

Training and Development
Training and development are required for new employees to improve their skill and expertise in the specific jobs. Most companies offer training course to employees because employees' competence has a direct effect on productivity, profit and growth of the company. Employee training may involve a self-study component using training manuals and tests such as Computer Based Learning (CBL) in which employees access a series of multimedia training modules on CD-ROM at computer terminals (Kenichi, 1999).

Managers must continue learning throughout their professional lives if they are to remain effective in the face of ever-changing management challenges. To address such needs, many business companies arrange training and development programs for managers to sharpen their managerial skills in the same way as they do for regular employees (Channuwong, 2014; Jean et al., 2002). In response to the pressures of globalization and the need for a highly skilled work force, many U.S. businesses are also partnering with schools to prepare students at all levels for future jobs (Henkoff, 2002). In addition, employees should be trained in the following skills:

Technical skill. Most training is directed and perform to upgrade and improve employee's technical skills. This includes basic skills such as the ability to read, write, and perform math computations as well as job-specific competencies. Most current jobs have become more complex than they were in the past decades. Computerized factories and offices, digitally controlled machines, and other types of sophisticated technologies require employees to have math, reading, and computer skills (Herman, 2001; Snongtaweeporn et al., 2020).

Interpersonal skill. Almost every employee belongs to a work unit. To some degree, work performance depends on the employee's ability to interact effectively with co-workers and boss (Ivancevich, 2000). Some employees have excellent interpersonal skills. Other employees are required improve their skills. This includes learning how to be a better listener, how to communicate idea more clearly, how to solve problems and how to reduce conflict among co-workers (Kinlaw, 1999).

Problem solving. Many employees find that they have to solve problems on the job. This is particularly true in jobs that are of the non-routine variety. When the problem-solving skills of employees are deficient, management might want to improve these skills through training. This would include participating in activities to sharpen logic, reasoning, and skills at defining problems (Kumar & Thomas, 2003).

Appraising Employee Performance
Most companies have developed performance appraisal systems to objectively evaluate employees according to set criteria. Such systems promote fairness because their standards are usually job-related (Donald, 2001). When

performance appraisals are used, the standards are written down so that both employee and supervisor understand what is expected and are therefore able to determine whether the work is being done adequately (Edwin, 1996).

Most formal systems also require regular, written evaluations of each employee's work. These evaluations provide a record of the employee's performance, which may protect the company in cases of disputed terminations (Fred, 1997). Grimsley and Jarret (2001) found many performance appraisal systems require the employee to be rated by several people, including more than one supervisor and perhaps several co-workers. This practice further promotes fairness by correcting for the possible bias that might influence one person's appraisal.

The biggest problem with appraisal systems is finding a way to measure performance. Productivity is the ultimate criterion, but it's not always easy to measure. In a production job, the person who types the most pages of acceptable copy or who assembles the most defect-free microprocessors in a given amount of time is clearly the most productive. Customer satisfaction, the ability to meet goals, employee behavior toward co-workers and customers, job knowledge, motivation, and skills, are needed to help judge employee's performance (Henderson, 1998). Deming (1997) asserted that the ultimate goal of performance appraisals is not to judge employee, but rather to improve business.

Compensation and Benefit

In return for their services, employees receive compensation, a combination of payments, benefits, and employer services. Although it isn't the only factor to motivate employees, proper compensation plays an important role and is an important factor to attract skillful and knowledgeable employees to work in the business company. Many people use compensation as a yardstick for measuring their success in the world of work. The purpose of having an effective reward system is to attract and retain competent and talented individuals who can help the organization accomplish its mission and goals (Kinlaw, 1999; Songtaweeporn et al., 2022). Organizational rewards include many different types of compensation and benefits:

Base wages and salaries. Many blue-collar (production) and some white-collar (management and clerical) employees receive compensation in the form of wages, which are based on a calculation of the number of hours the employee has worked, the number of units employee has produced, or a combination of both time and productivity. Wages provide a direct incentive to an employee: The more hours worked or the more pieces completed, the higher the employee's pay (Lewis, 1995). Employee whose output is not always directly related to the number of hours worked or the number of pieces produced are paid salaries. Like wages, salaries base compensation on time; the units of time are two weeks, a month, or a year. Salaried employees such as managers normally receive no pay for the extra hours they sometimes put in; overtime is simply part of their obligation. However, they do get a certain amount of leeway in their working time (Leonard et al., 2001).

Both wages and salaries are based on the contribution of a particular job to the company. Thus, sales managers, who are responsible for bringing in sales revenue, are paid more than their secretaries, who handle administrative tasks but do not sell or supervise. However, in recent years, human resources managers have grappled with the concept of comparable worth (Mathis & Jackson, 2000).

Comparable worth theory contends that although different job may be of equal value to the organization, some jobs, especially those held by women, are paid a lower rate than others. Under a comparable worth system, men and women who perform jobs that entail similar levels of education, training, and skills receive the same pay. Advocates of laws mandating comparable worth want to ensure that wages for job traditionally held by women are brought in line with the value they contribute to the organization (Milkovich, 2002).

The primary determinant of rate of pay is the kind of job an employee performs. Different jobs require different kinds and levels of skills, and these skills have varying levels of value to the organization. Typically, the higher the skill level, the higher the pay (Nowlin, 1999). The factor that influences an employee's pay is the kind of business the organization is in. Private-sector jobs typically provide higher rates of pay than public sector or not-for-profit jobs (Miscimarra et al., 2000). The nature of the business and its impact on compensation applies to different industries. For example, restaurants and other retail businesses have notoriously low salaries for operative employees and first-line managers (Reilly & Chao, 2000).

The supply and demand for labor and the prevailing unemployment rate in a particular area of a country affects the level of pay that must be offered to attract and retain competent employees (Robertson &Kandola, 2001). In their study, Sheridan et al. (1998) found that the profitability of the company also influences employee pay levels. If a company is experiencing declining profits, its ability to offer high levels of pay and benefits can be affected. However, if the company is profitable, it may be able to provide higher pay levels or some type of profit-sharing system.

The size of a company affects pay levels. The hourly pay of workers at companies with more than 500 employees is greater than the pay of workers at smaller companies. Another factor that affects pay is an employee's tenure and performance. An employee's rate of pay increases with each year worked at an organization. But an organization may reward employees who have achieved high levels of performance by increasing their pay through some type of merit or pay-for-performance system. Taking all these factors into account, management can establish a fair, equitable, and motivating reward system that allows the organization to recruit and keep a productive workforce (Solomon, 2000).

Incentive payments. To encourage employee to be more productive, innovative, and committed to their work, organizations often provide managers and employees with incentives, cash payments that are linked to specific individual, group, and company's goals; overall productivity; and company's success. In other words, achievements, not just activities, are made the basis for payment. Incentives are even more common now that companies are becoming more team-oriented (Steingruber, 1996).

Bonuses and commissions. In addition to regular wages and salaries, one type of incentive compensation is the bonus. As an incentive to reduce turnover during the year, some firms pay an annual yearend bonus, amounting to a certain percentage of each employee's wages. Other cash bonuses are tied to company performance. Although bonuses were once reserved for the executive and management levels, they are becoming increasingly available to employees at other levels as well. Commission is a form of compensation that pays employees a percentage of sales made. Used mainly for sales staff, commission may be either the sole compensation or an incentive payment in addition to a regular salary (Wellens& Murphy, 2000).

Profit sharing and gain sharing. Employees may be rewarded for staying with a company and encouraged to work harder through profit sharing, a system in which employees receive a portion of the company's profits. Depending on the company, profit may be distributed quarterly, semiannually, or annually. Gain sharing is similar to profit sharing, but the rewards are tied to cost savings from meeting specific goals such as quality and productivity improvement. The financial incentive encourages employees to find better ways of doing their jobs and to improve their own skills, which also makes the company more competitive. The success of such programs often depends on how closely incentives are linked to actions within the employee's control (Therrien, 2000).

Insurance. Although it is entirely optional, insurance is the most popular employee benefit. Many businesses offer substantial compensation in the form of life and health insurance, but dental plans, disability insurance, and long-term-care insurance are also gaining in popularity. A company can negotiate a group insurance plan for employees and pay most of the premium costs. Faced with exploding costs, many companies now require employees to pay part of their insurance premiums or more of the actual doctor bills (Solomon, 2000). Robertson and Kandola (2001) found that many companies are hiring part-time and temporary workers who typically receive a little company's benefits. Nonetheless, some companies provide benefits because they discourage employee turnover.

Retirement benefit. In the past, few employees were able to save enough money in the course of working years for their retirement. The main purpose of the Social Security Act was to provide basic support to those who could not accumulate the retirement money they would need later in life. Everyone who works regularly has become eligible for Social Security payments during retirement (Robinson et al., 2000). Peter (1999) found that a variety of company-sponsored pension plans has been developed as a way of providing additional retirement security. The cost and complexity of such plans increased so dramatically during the past two decades that some employers began canceling them. As a result, fewer companies offer pension plans today than in the past.

Health and safety programs. Businesses today are taking much more active role in maintaining employee health. Health and safety programs reduce potential suffering and keep health-related losses to a minimum, which is why they're a major concern for human resources managers (Laabs, 1999).

By educating employees in safety procedures, setting and enforcing safety regulations, and redesigning work environments to minimize the potential for death, injury, and illness, business can make the workplace safer for employees and, at the same time, cut health-related losses (Lawler, 2002). In order to provide health and safety to their employees, some companies offer courses on stress management (Lewis, 1995).

The most popular types of benefits are health benefits, which help protect employees and their families when they become ill. Retirement benefits are also popular as a means of helping people save for later years (Kumar & Thomas, 2003). Lawler (2002) asserted that employee stock-ownership plan and stock options are ways for employees to receive or purchase shares of the company's stock, and they give employees a stake in the company. Family benefit programs include maternity and paternity leave, child-care assistance, and elder-care assistance. Kimberly et al. (2000) described that flexible benefit plans allow employee to choose the unique combination of benefits that suit their needs. Health and safety programs, including fitness and wellness, help keep employees at peak productivity.

Promoting and Reassigning Employees
When a person leaves the company or is promoted to a position of more responsibility, the company has to find someone else for the open job. Many companies prefer to look within the company for such candidates. In part, this promote from within policy allows a company to benefit from the training and experience of its own work force. This policy also rewards employees who have worked hard and demonstrated the ability to handle additional tasks. Morale is usually better when a company promotes from within because employees see that they can advance (Hessenbein et al., 2001).

One big issue of doing business today is relocation of promoted and reassigned employees. In the past, companies transferred some employees fairly often, especially those being groomed for higher management positions. Now, however, fewer and fewer employees are willing to accept transfers. The reasons are: (a) the disruption of a spouse's career; (b) the strong ties to family, friends, and community; (c) the expense of relocating such as buying and selling homes, planning around the reduction of a spouse's income, facing a higher cost of living in the new location; (d) the availability of good schools and child care; and (e) the fear that relocating won't be good for the employee's career (Allen, 1998). Jean et al. (2002) asserted that a recent survey of relocated employees found that 83 % felt the move benefited the company, but only 53% felt that they personally benefited by it.

To encourage employee relocation, employers today are providing house-hunting trips, as well as moving, storage, transportation, and temporary living expenses. Employers are now helping spouses find good jobs in new locations, assisting transferees with home sales, providing school and day-care referral services, and sometimes reimbursing employees for spouses' lost wages or financial losses resulting from selling and buying houses (Kerry, 1999).

The Model of Human Resource for Organizational Efficiency in the New Normal Age
Based on documentary study and analysis, the researchers have proposed the model of human resource for organizational efficiency of business companies in the new normal age. The model of human resource management is consisted of human resource planning, recruitment and selection, training and development, employee performance, benefits and compensation and employee retention (Figure 1).
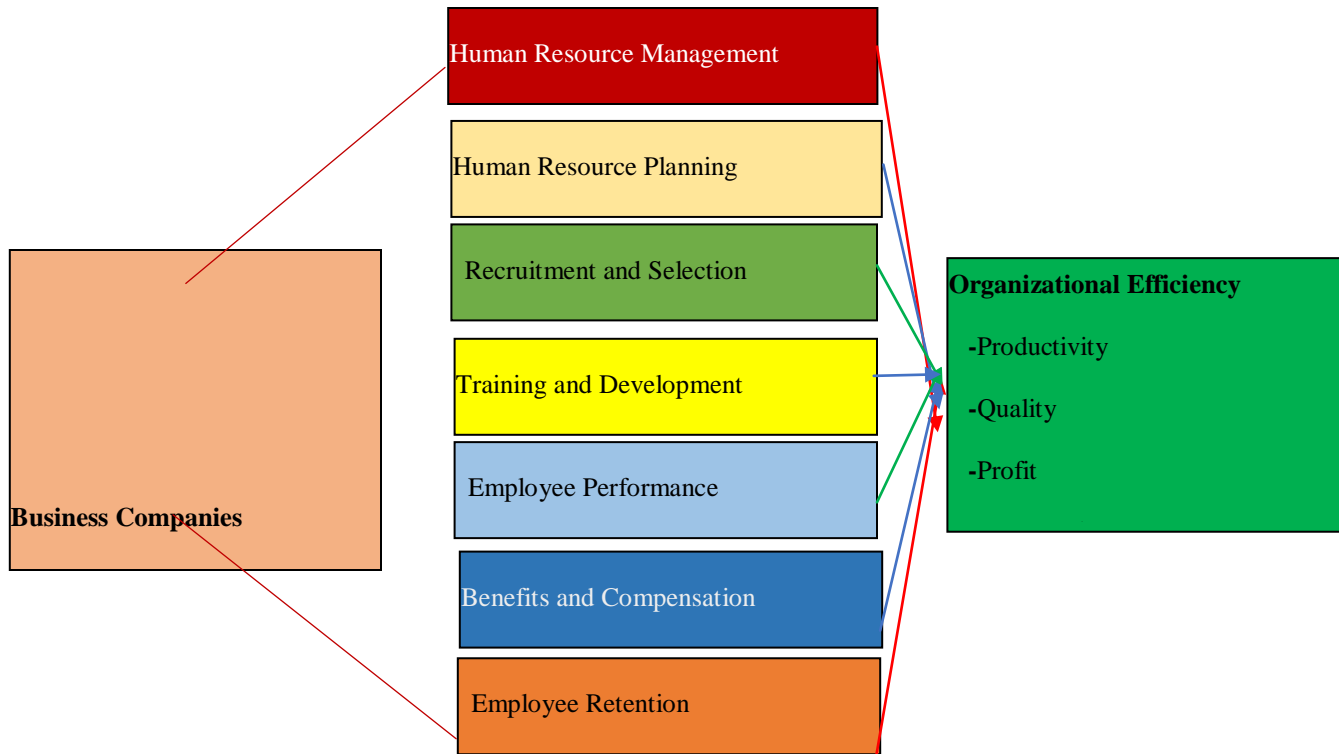
Figure 1:- The Model of Human Resource Management for Organizational Efficiency in the New Nornal Age.

Conclusion:-

Human resources are the most important factors to drive organization to reach its goals and achieve its success and prosperity. All business companies consider employees their most valuable assets that make progress to the organizations. Such attitudes have fueled the rising emphasis on hiring the right people to help a company reach its goals and then overseeing their training and development, motivation, evaluation, and compensation (Frederic, 1996; Bodine, 2000). Human resource managers in the new normal age must figure out how to attract employees; how to train less educated and poorly skilled employees; and how to keep experienced employees when they have fewer opportunities for advancement.

Managing human resources has become the toughest challenges of doing business in the world today. Many of the issues that human resource professionals deal with in many organizations are the same, starting from human resource planning, recruiting qualified employees, going through the hiring process, training and development, motivating employees, compensating employees, and helping them develop fulfilling and productive careers. Managing human resources effectively can help organizations to gain competitive advantage in many ways such as: (a) selecting employees who can be innovative, creative, and successful in performing their jobs; (b) preparing employees to work with new manufacturing and service technologies; and (c) rewarding good performance (Noe et al., 1997).

Human resource management emphasizes the fit between individual and organization. When the fit is good, both benefit. Individuals find satisfaction and meaning in work; the organization makes effective use of individual talent and energy. (Bolman & Deal, 1999). On the other hand, poor human resource management leads to low productivity, inability to compete in the global markets, employees' morale deterioration, employees' strike, and job absenteeism.

It can be concluded that the effective management of human resources can enhance the operation of business's functions such as productions, customer's service, quality control, marketing, and information systems that can contribute directly to the organization's profitability. For example, the introduction of new information systems and other sophisticated technologies into the organizations requires that employees be trained to use these new systems. Moreover, the effective management of human resources can contribute both to customer and employee satisfaction

and retention, and to the development of a positive reputation in the community in which the organization is located. The management of human resources is also critical for helping organizations to cope with several competitive challenges they face today and in the next decade. These challenges include the global challenge, the political challenge, the quality challenge, the social challenge, and the high-performance work system challenge.

Recommendations:-
1. As employees have different knowledge, skills and experiences, human resource managers should place great emphasis on how to train less educated and poorly skilled employees to work effectively for the success of organization.
2. Human resource managers should focus on attracting and keeping well educated, and well experienced employees by providing more opportunities for their career advancement.
3. The talents and skills of employees are the most important factors leading to gain competitive advantages of organization; thus, human resource managers should place great emphasis on putting the right man on the right jobs so that employees' talents and skills can produce the most favorable productions.
4. There should be further study on the implementation of human resource management principles in some organizations to evaluate the effectiveness of human resource management in the real world of business organizations.

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