

Develop HR Contingency Strategies to Deal with Situations Similar to Covid-19 in Future in Jordan



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ABSTRACT: The study aims to explore the importance of developing HR contingency strategies in dealing with situations like Covid-19 in the future. For this purpose, the primary quantitative data collection technique was applied using a structured survey questionnaire. The sampling size of the research was 300 respondents, which includes the general manager and vice president of industrial companies listed on the Amman financial market. The data were analysed using SPSS software. The test that was executed on the gathered data includes frequency analysis, reliability analysis and regression analysis. The estimated results show that developing remote operational policies can help sustain organisational performance in times of crisis such as a pandemic (P-value<0.05). Meanwhile, developing lean HR policies can help sustain organisational operations and performance in times of Pandemic (P-value<0.05). Therefore, the study concluded that developing HR contingency strategies has significant importance particularly in dealing with similar situations like Covid-19.

KEYWORDS: HR Contingency Strategies, Covid-19, Organisational Performance, Lean HR policies, Remote Operational Policies, HR Practices

INTRODUCTION

Covid-19 one of the rapidly evolving threats also known as coronavirus has disrupted the business and investment community worldwide, which caused the human resources managers to think differently about the role of the human resource in the organisation through introducing new work environment and social distancing practices that has been never imagined (Diaz et al., 2020). The organisation in order to prevent the spread of Covid-19 has switched to the remote working model at the scale and rate that it has never experienced. For example, face to face collaboration in the organisation has been replaced with videoconferencing and e-mail. In addition, the organisation takes measures approaches to mitigate financial and operational exposure and safeguarding employee's health and safety (Seale et al., 2020). The multinational organisation has reduced production from its facilities in affected regions, mandatory social distancing and travel restrictions. Under difficult circumstances due to the outbreak of Covid-19, HR managers have to do difficult work.

Today, the interconnected and global nature of the business environment due to the geographic spread of the virus has posed a serious risk of disruption to global supply chains, which results in a significant loss of revenue (Kumar and Ayedee, 2021). As a result, it has negatively impacted the global economies and the world economy as a whole. However, for the continuity of the business, the organisations have maintained various resiliency and contingency plans for crisis management and disaster recovery. Therefore, the outbreak of Covid-19 has transformed the agenda for organisations that results into the organisation to start thinking about how to responses in case of major shocks and situation similar to Covid-19, which lead them to more emphasis on HR contingency strategies to transform and rebuild the work in responses to the similar situation in the future (Barouki et al., 2021). The survey by Syed (2020) found that 80 percent of the organisation had readied and working on a contingency plan, whereas 76 percent said that the outbreak of coronavirus influences their businesses negatively.

Problem Statement

The business disruptions caused by operational, technological, man-made and natural failures are significantly different from those that have been caused by pandemic events such as Covid-19. The differences between them are mainly due to the potential increase in the duration of pandemic events, severity and scale. Therefore, organisations are required to go beyond traditional HR planning strategies. Because due to the consequences of a pandemic caused by a coronavirus, HR departments have faced an unprecedented crisis (Bartik et al., 2020). Compared to the previous pandemics such as H1N1, H2N2, H3N2 and H1N1pdm09 virus,

Develop HR Contingency Strategies to Deal with Situations Similar to Covid-19 in Future in Jordan

the Covid-19 virus has caused a global health emergency, which highlights the significance of human resource management attention on ensuring the well-being and health of people. According to Ramos and Hynes (2020), businesses are required to incorporate pandemic contingency planning consideration for the future into existing resilience management activities for the purpose of providing comprehensive response and continuity of the business. However, in accordance with Donthu and Gustafsson (2020), there is limited prior literature related to the importance of developing contingency strategies in similar situations like Covid-19. Therefore, these studies identify the gap concentrates on the importance of developing HR contingency in a similar situation like Covid-19. Therefore, this study aims to explore the importance of developing HR contingency strategies in dealing with situations like Covid-19 in the future.

Aim and Objective of the Study

Research Aim

The aim of the research is to explore the importance of developing HR contingency strategies in dealing with situations like Covid-19 in the future.

Research Objectives (ROs)

The research objectives are the following:

RO1: To review and understand the concept and scope of HR contingency strategies.

RO2: To identify the impacts of pandemics events similar to Covid-19 on the HR practices.

RO3: To explore the relationship between HR contingency strategies and organisational performance in the times of crisis such as Covid-19 pandemics.

RO4: To highlight the importance of HR contingency strategies with respect to dealing with situations like Covid-19 in the future.

RO5: To identify the HR Contingency model for effective dealing with situations like Covid-19 in the future.

Research Questions (RQs)

Main Research Question (MRQ)

MRQ: How important is it to develop HR contingency strategies to deal with situations similar to Covid-19 in future?

Subsidiary Research Questions (SRQ)

SRQ1: what is the concept and scope of HR contingency strategies?

SRQ2: What are the impacts of pandemics events similar to Covid-19 on the HR practices?

SRQ3: What is the relationship between HR contingency strategies and organisational performance in the times of crisis such as Covid-19 pandemics?

SRQ4: What is the importance of HR contingency strategies with respect to dealing with situations like Covid-19 in the future?

SRQ5: What is the HR Contingency model that effectively deals with situations like Covid-19 in the future?

Significance of the Study

This study contributes to the HRM existing literature regarding the HR contingency strategies in the context of crisis management in a period of situations similar to Covid-19 pandemics. The human resource plays an essential role in the planning for any emergency and disaster, whether for reorganisation, revising plan and policies, training, planning, workforce and staffing in order to accommodate changing priorities and needs (Ramos and Hynes, 2020). In addition, HR involvement in crisis management has a significant impact on organisational performance (Liu, 2016). That is why it is pivotal to highlight the importance of an HR contingency plan in times of pandemic crisis.

LITERATURE REVIEW

Research Theory

Contingency theory

Since the 1970s, the contingency theory has been widely used as one of the many contemporary management theories. The theories related to contingency indicate the idea, which stated that the success of the HR manager is depending upon the specific situation at hand. As per the research of the authors like McAdam et al. (2019) and Steinbach et al. (2017), there are various factors that plays important role in defining whether a particular HR leader or leadership style will be effective for the given situation like the Covid-19 pandemic or in similar situations in the future. These factors are comprised of the task, composition of the group and personality of the leader specifically dealing with the crisis like Covid-19 pandemic. Therefore, the basic assumption of contingency theory is that at the time of crisis such as a pandemic the leadership failure and success is based on the situation. According to Ayman and Lauritsen, (2018), under the general contingency umbrella, there is a number of sub-

Develop HR Contingency Strategies to Deal with Situations Similar to Covid-19 in Future in Jordan

theories, which includes, Fiedler's Contingency Theory, Situational Leadership Theory, Path-Goal Theory and Decision-Making Theory.

Fiedler's Contingency Theory

Fiedler's Contingency Theory puts forth the idea that the effectiveness of HR leadership at times of crisis is on the leadership style that has been used, however, it is depended on the control that has been held over the situations like Covid-19 pandemic. It has been stated by Suharyanto and Lestari (2020) that the theory implies that a strong HR and employee relation should be established in order to succeed in dealing with a situation similar to the Covid-19 pandemic.

Situational Leadership

Situational Leadership theory states that leadership styles are comprised of four behaviour, which includes telling, selling, participating and delegating. The findings of Setiawan et al. (2019) show that the maturity level of the HR managers ranges from unwillingness and incompetence to willingness and ability to perform the task. Therefore, the theory implies that HR leader in order to handle situations like Covid-19 will adopt leadership techniques for the purpose of fitting in the maturity level of the groups on a situational basis of the crisis.

Path-Goal Theory

Path-Goal Theory is an amalgamation of two theories such as expectancy and goal setting. The theory explained that at times of crisis like Covid-19, effective HR leaders help others in order to achieve their goals. Therefore, this theory implies that HR has the responsibility to make sure that they have provided the required information and support to their subordinates to attain the organisational goals, in order to remove obstacles that stand in their employee's path (Scott and Akella, 2021).

Decision-Making Theory

Vroom-Yetton-Jago Decision-Making Model of Leadership emphasis that in situations like Covid-19 pandemic, HR size up situations, assess them and in accordance to it, they determined how much support employees required and alter their leadership style according to that. The findings of Rüzgar (2018) demonstrate that the theory states that in order to effectively deal the situations like Covid-19 pandemics, leadership should be contingent on the situation, people and task involved.

HR Contingency Strategies

With respect to the study conducted by Wang et al., (2020), contingency strategies are the outcomes of the contingency plan. They are prepared in accordance with particular situations such as Covid-19 pandemics and other crisis events. The purpose of the HR contingency strategies is to prepare the company for the events that could happen in the future. In other words, it can be said as the back-up plan, which supports the company at the time when the actual plan fails.

Consequently, Alves et al., (2020) believed that during the times of crisis like Covid-19, HR professionals are often developed to prepare and explore contingency strategies. The priority of the contingency strategies in situations like Covid-19 is to emphasize safety and health, virtualisation of education and work and essential services. Meanwhile, Dirani et al. (2020) stated that HR leaders have been at the centre of the organisation for the rapid response to the crisis. They have a significant role in keeping the workforce resilient, productive and engaged. However, HR leaders through contingency strategies should pay attention to recovering and prepared the organisation to thrive. In order to deal with the Covid-19 crisis, most of the organisation created a crisis management team and committees. They are responsible to build policies and provide information to front-line employees, manager and leaders about Covid-19 prevention, awareness, management and hygiene practices.

Impacts of Covid-19 on the HR Practices

The covid-19 pandemic has created serious financial, physical and mental complications for people around the world. At this unprecedented and unpredictable time of this crisis, businesses have relied more than ever on their HR departments in order to make sure that the workforce feels safe. It has increased the demanding conditions for human resource managers. It has been concluded by the authors of two studies such as Carnevale and Hatak (2020) and Abrams and Greenhawt (2020) due to the pandemic, organisations are required to adopt the technological practices in their workforce such as platform-based practices. At the time of crisis, HRM is required to help employees in overcoming the challenges posed by the pandemic. Thus, HR practices have been significantly influencing due to unexpected changes in the workplace environment. For example, due to remote working from home, the HR manager has to cope with the stress of the employee that has been linked with the removal boundaries among family and work. This required collaborative and digital skills of the workplace to move to virtual work.

Moreover, the study conducted by Kniffin et al., (2021) demonstrated that Covid-19 due to its ever-changing dimension has an essential impact on markets, economies and health. The nature of the workplaces of the organisation has been majorly impacted by the Covid-19. As Covid-19 spreads around the world rapidly, many countries have announced lockdown, and organisations have to close the workplaces following the lockdown restrictions. As a result, Work from Home (WFH) has evolved into a quick response strategy for the continuation of the businesses. In the lockdown scenario, the attributes demonstrated by HR include flexibility, creativity and agility. In addition, HR functions have transformed from brick and mortar offices into virtual

Develop HR Contingency Strategies to Deal with Situations Similar to Covid-19 in Future in Jordan

workplaces. In this case, Dubey and Tripathi (2020) added that HR practices now shifted towards managing the work from home securely and seamlessly.

Following the study by Elsafty and Ragheb (2020), it is argued that the Covid-19 pandemic has expanded the emphasis on the "human interface" factor of the HR functions and practices. In the midst of a rapidly unfolding well-being emergency, human resources are equipped to provide basic correspondence on safety agreements, cleanliness practices, a list of hospitals, emergency numbers, guidance related to social isolation and quarantine and more. Numerous companies are making additional efforts to help workers deal with pressure by offering online classes for personal motivation and well-being. Parker (2020) added that the employee's health and safety have become one of the major concerns, and human resources teams collaborated with a variety of opportunities to characterise methods of ensuring the well-being and social exclusion in the organisation that continued to operate. For example, regular sterilisation of premises, workplaces and transport has become an important segment of employees' safety protection. The procurement of sanitisers, handwashes and masks was a major concern however, in the market, the supplies fell low (Awan et al., 2020).

A crisis like Covid-19 helped the organisations to focus on the value, which HR offers in keeping the employees productive, safe, motivated and engaged (Kuper-Smith et al., 2020). With the help of this, work from the home idea and nominal staffing circumstances are likely to persist for a long time to come. The transmissibility and nature of the coronavirus have indicated that social distancing at the times of Covid-19 is new normal. Therefore, this suggests that the circumstances of the pandemic have influenced the HR practices such as training, recruitment, on-boarding and development. However, as per the study conducted by Carnevale and Hatak (2020), the Covid-19 pandemic has changed the focus of the recruitment practices; now recruitment is focused on tech-savvy talent due to the predominantly digital workplace. Whereas, the on-boarding process of the organisations for new hiring has become now fully digital. Additionally, the skilling and training are also provided through online mode.

Relationship between HR Contingency Strategies and Organisational Performance in the times of crisis such as Covid-19 pandemics

The study by Iqbal (2019) stated that the relationship between organisational performance and HR strategies has been in attention since the 1990s. Katou (2017) emphasis on three approaches for a theoretical explanation of linkage between HR strategies and organisational performance, which includes best practices, contingency approaches and how HR can be a sustainable advantage for the organisation. In order to increase the organisation performance, in times of crisis, HR is required to emphasize a new set of priorities that should be identified priorly on the basis of scenarios.

Way (2018) added that HR contingency strategies should able to identified new priorities which are more strategic and business-oriented rather than traditional HR functions like compensation, appraisal, staffing and training. HR contingency strategies are required to be designed in a way to diagnose the organisation's strategic needs along with the planned talent development in times of pandemic events like Covid-19. In the Covid-19 pandemic, many organisations have planned remote operational policies (Rice, 2020). The remote operational policies have provided greater access to talent, increased productivity of the employees through providing flexibility and improve employee experiences. In addition, Wang et al. (2020) added that during Covid-19, the remote operational policy has offered a variety of tangible benefits such as it reduces the time of employee daily commute, provide suitable working hours and better work-life balance to the employee, which increase the productivity of the employee. This policy helps in accessing the wider pool of talent. Jenkin (n.d.) found that in the UK employee working from home shows 7.7 percent productivity out of 10 as compared to office workers with 6.5 percent productivity. On the other hand, the study carried out by Tortorella et al. (2020) shows that organisations that have been implementing lean HR policies and services more extensively have benefitted from the impacts of Covid-19 pandemic on the work environment in case of the home office.

Research Hypothesis

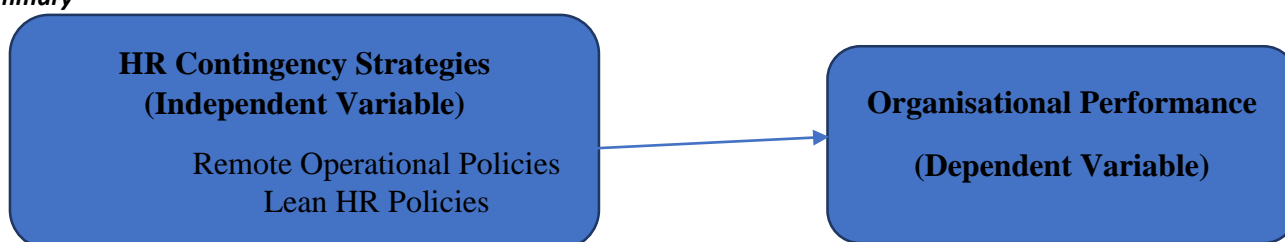
H1: Developing remote operational policies can help sustain organisational performance in times of crisis such as a pandemic.

H2: Developing lean HR policies can help sustain organisational operations and performance in times of Pandemic.

Research Model

On the basis of the above discussion, the following research model is designed for the research.

Summary



Develop HR Contingency Strategies to Deal with Situations Similar to Covid-19 in Future in Jordan

RESEARCH METHODOLOGY

Research Approach

The deductive research approach has been adopted in the study, as hypothesis development has been based on the literature review. According to Pandey (2019), this approach helps in testing the hypothesis.

Research Instrumentation

The primary data in the study has been collected using structured survey questionnaires. The survey questionnaire is comprised of twelve items associated with the study constructs, which includes Remote Operational Policies, Lean HR Policies and Organisational Performance. In order to measure the construct of remote operation policies, the questionnaire items have been adopted from the study of Zou et al., (2020). Meanwhile, the constructs of Lean HR Policies are measured by the four-item scale, which has been adopted by Wickramasinghe and Wickramasinghe, (2020). Likert scale was used in these constructs (1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree). The third construct of the study organisational performance is measured using the organisation's sales growth, profitability, level of productivity and goodwill. However, most of the sampled organisations are private limited organisations, thus not reporting their performance ratios publicly, which makes it impossible to measure accurate values of performance related to these factors. Therefore, similarly to the study like Wickramasinghe and Wickramasinghe, (2020) in the study, the respondent's subjective measures of the organisational performance were adopted. Respondents were asked to compare their organisation's performance with their major competitors and respond on a five-point Likert scale.

Participants

The target population of the study was 185 industrial companies identified from the Amman financial market. The survey questionnaires were sent to the general manager and vice president for human resource affairs of each company. The reason for selecting these persons is that the study is investigating the importance of HR contingencies strategies such as remote operational policies and HR lean practices in dealing with the crisis like Covid-19 for organisational performance and these people as the part of BOD (board of director) is involved in the planning of HR contingencies strategies. The 370 questionnaires were sent online to the 185 industrial companies listed on the Amman financial market. However, 300 accurate responses were received, which implies that an 81% success response rate was achieved.

Results

Frequencies

Demographic Questions

Table 1: Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	214	71.3	71.3	71.3
Female	86	28.7	28.7	100.0
Total	300	100.0	100.0	

As shown in table 1, the vast majority of the respondents were male (71.3%), which indicated that the top management of the industrial companies in Jordan is male dominating, whereas, only 28.7 percent of respondents were female.

Table 2: Age of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Under 30	11	3.7	3.7	3.7
30 - 35	40	13.3	13.3	17.0
35 - 40	121	40.3	40.3	57.3
Above 40	128	42.7	42.7	100.0
Total	300	100.0	100.0	

Develop HR Contingency Strategies to Deal with Situations Similar to Covid-19 in Future in Jordan

As per table 2, most of the respondents were above 40 years old (128 respondents, 42.7%), whereas, the age of 40.3% (121 respondent) were between 35 to 40 years, 13.3% (40 respondents) were between 30 to 35 and only 3.7% (11 respondents) were under 30 years.

Informative Questions

Table 3: Due to Covid-19, the employees in my organisation can work remotely

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	2.0	2.0	2.0
Disagree	1	.3	.3	2.3
Valid Agree	117	39.0	39.0	41.3
Strongly Agree	176	58.7	58.7	100.0
Total	300	100.0	100.0	

As per table 3, most of the respondents strongly agreed that because of the Covid-19 pandemic, the employees in their organisations are working remotely. As 176 respondents (58.7%) responded strongly agreed with this statement and 117 respondents (39%) agreed, whereas, only 1 respondent (0.3%) responded and 6 (2%) strongly disagreed. Therefore, the results reveal that because of the Covid-19, in the Jordan organisations employees are working remotely.

Table 4: My Company in case of situations like Covid-19 in future is planning to majorly work remotely through digital operations

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	2.0	2.0	2.0
Valid Agree	131	43.7	43.7	45.7
Strongly Agree	163	54.3	54.3	100.0
Total	300	100.0	100.0	

As per table 4, most of the respondents strongly agreed that my company in case of situations like Covid-19 in future is planning to majorly work remotely through digital operations. As 163 respondents (54.3%) responded strongly agreed with this statement and 131 respondents (43%) agreed, whereas, only 6 respondents (2%) responded strongly disagree. Therefore, the results reveal that in similar situations like Covid-19, the organisations are planning to work remotely.

Table 5: The positive impact of Covid-19 includes encouragement in the establishment of remote office work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	2.0	2.0	2.0
Valid Neutral	1	.3	.3	2.3
Agree	131	43.7	43.7	46.0
Strongly Agree	162	54.0	54.0	100.0
Total	300	100.0	100.0	

As per table 5, most of the respondents strongly agreed the positive impact of Covid-19 includes encouragement in the establishment of remote office work. As 162 respondents (54%) responded strongly agreed with this statement and 131 respondents (43.7%) agreed, whereas, only 1 respondent (0.3%) responded neutral and 6 (2%) strongly disagreed. Therefore, the

Develop HR Contingency Strategies to Deal with Situations Similar to Covid-19 in Future in Jordan

results reveal that the top management in the Jordan organisation believes that the positive impact of Covid-19 includes the encouragement of establishing remote office work.

Table 6: During the Covid-19 pandemic, I have practices partial home working practice

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	2.0	2.0	2.0
Neutral	1	.3	.3	2.3
Valid Agree	124	41.3	41.3	43.7
Strongly Agree	169	56.3	56.3	100.0
Total	300	100.0	100.0	

As per table 6, most of the respondents strongly agreed that during the Covid-19 pandemic, they have practiced partial home working practice. As 169 respondents (56.3%) responded strongly agreed with this statement and 124 respondents (41.3%) agreed, whereas, only 1 respondent (0.3%) responded neutral and 6 (2%) strongly disagreed. Therefore, the results reveal that in the Jordan organisation the Covid-19 has enhanced the home working practices.

Table 7: In my current organisation due to Covid-19, training programmes related to the job tasks are provided to the employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	2.3	2.3	2.3
Valid Agree	133	44.3	44.3	46.7
Strongly Agree	160	53.3	53.3	100.0
Total	300	100.0	100.0	

As per table 7, most of the respondents strongly agreed that in their organisations due to Covid-19, training programmes related to the job tasks have been provided to the employees. As 160 respondents (53.3%) responded strongly agreed with this statement and 133 respondents (44.3%) agreed, whereas, only 7 respondents (2.3%) responded strongly disagree. Therefore, the results reveal that in the Jordan organisation due to Covid-19 training programmes related to the job tasks has been provided to the employees.

Table 8: In my organisation, sufficient amount of training has been provided to the newly hired employees for the cross functional team work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	2.3	2.3	2.3
Valid Disagree	1	.3	.3	2.7
Neutral	1	.3	.3	3.0
Agree	126	42.0	42.0	45.0
Strongly Agree	165	55.0	55.0	100.0
Total	300	100.0	100.0	

As per table 8, most of the respondents strongly agreed that in their organisations sufficient training has been provided to the newly hired employees for cross functional team work. As 165 respondents (55%) responded strongly agreed with this statement and 126 respondents (42%) agreed, whereas, only 1 respondent (0.3%) responded neutral and 1 respondent (0.3%) disagreed and 7 respondents (2.3%) strongly disagreed. Therefore, the results reveal that in the Jordan organisations sufficient amount of training has been provided to the newly hired employees for cross functional team work.

Develop HR Contingency Strategies to Deal with Situations Similar to Covid-19 in Future in Jordan

Table 9: My organisation provides training related to different functional areas such as maintenance and quality control in order to deal with situations like Covid-19.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	7	2.3	2.3	2.3
Agree	145	48.3	48.3	50.7
Strongly Agree	148	49.3	49.3	100.0
Total	300	100.0	100.0	

As per table 9, most of the respondents strongly agreed that in their organisations training related to different functional areas such as maintenance and quality control in order to deal with situations like Covid-19 has been provided. As 148 respondents (49.3%) responded strongly agreed with this statement and 148 respondents (48.3%) agreed, whereas, only 7 respondents (2.3%) responded strongly disagree. Therefore, the results reveal that in the Jordan organisations, training related to different functional areas such as maintenance and quality control in order to deal with situations like Covid-19 has been provided.

Table 10: My organisation provides leadership training for effective team working in order to deal with situations like Covid-19

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	7	2.3	2.3	2.3
Disagree	1	.3	.3	2.7
Neutral	1	.3	.3	3.0
Agree	140	46.7	46.7	49.7
Strongly Agree	151	50.3	50.3	100.0
Total	300	100.0	100.0	

As per table 10, most of the respondents strongly agreed that their organisations provide leadership training for effective team working in order to deal with situations like Covid-19. As 151 respondents (50.3%) responded strongly agreed with this statement and 140 respondents (46.7%) agreed, whereas, only 1 respondent (0.3%) responded disagree, 1 respondent neutral (0.3%) and 7 respondents (2.3%) strongly disagreed. Therefore, the results reveal that the Jordan industrial organisations provide leadership training for effective team working in order to deal with situations like Covid-19.

Table 11: In comparison to the competitors, my organisation has better level of productivity in the times of Covid-19

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.3	1.3	1.3
Agree	135	45.0	45.0	46.3
Strongly Agree	161	53.7	53.7	100.0
Total	300	100.0	100.0	

As per table 11, most of the respondents strongly agreed that their organisations than competitors have a better level of productivity in the times of Covid-19. As 161 respondents (53.7%) responded strongly agreed with this statement and 135 respondents (45%) agreed, whereas, only 4 respondents (1.3%) responded strongly disagree. Therefore, the results reveal that in the time of Covid-19, the Jordan industrial organisations have a better level of productivity than their competitors.

Table 12: In comparison to the competitors, my organisation has long-run profitability in the times of Covid-19

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.3	1.3	1.3
Agree	141	47.0	47.0	48.3
Strongly Agree	155	51.7	51.7	100.0

Develop HR Contingency Strategies to Deal with Situations Similar to Covid-19 in Future in Jordan

Total	300	100.0	100.0	
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As per table 12, most of the respondents strongly agreed that their organisations than competitors have long-run profitability in the times of Covid-19. As 155 respondents (51.7%) responded strongly agreed with this statement and 141 respondents (47%) agreed, whereas, only 4 respondents (1.3%) responded strongly disagree. Therefore, the results reveal that in the time of Covid-19, the Jordan industrial organisations have long-run profitability than their competitors.

Table 13: In comparison to the competitors, my organisation has better sales growth in the times of Covid-19

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	1.3	1.3	1.3
Disagree	1	.3	.3	1.7
Valid Agree	135	45.0	45.0	46.7
Strongly Agree	160	53.3	53.3	100.0
Total	300	100.0	100.0	

As per table 13, most of the respondents strongly agreed that their organisations than competitors have better sales growth in the times of Covid-19. As 160 respondents (53.3%) responded strongly agreed with this statement and 135 respondents (45%) agreed, whereas, only 1 respondent (0.3%) responded disagree and 4 respondents (1.3%) strongly disagreed. Therefore, the results reveal that in the time of Covid-19, the Jordan industrial organisations have better sales growth than their competitors.

Table 14: In comparison to the competitors, my organisation has better good will in the times of Covid-19

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	1.3	1.3	1.3
Disagree	1	.3	.3	1.7
Valid Agree	113	37.7	37.7	39.3
Strongly Agree	182	60.7	60.7	100.0
Total	300	100.0	100.0	

As per table 14, most of the respondents strongly agreed that their organisations than competitors have better goodwill in the times of Covid-19. As 182 respondents (60.7%) responded strongly agreed with this statement and 113 respondents (37.7%) agreed, whereas, only 1 respondent (0.3%) responded disagree and 4 respondents (1.3%) strongly disagreed. Therefore, the results reveal that in the time of Covid-19, the Jordan industrial organisations have better goodwill than their competitors.

Regression

Table 15: ANOVA

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.168	2	.584	1.609	.020 ^b
Residual	107.749	297	.363		
Total	108.917	299			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Lean HR Policies, Remote HR Operational Policies

As per table 15, the significant value is lower than 0.05 (0.20<0.05), which indicates that the relationship between variables is significant.

Develop HR Contingency Strategies to Deal with Situations Similar to Covid-19 in Future in Jordan

Table 16: Coefficients

Coefficients^a

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	4.252	.330	12.868	.000
	Remote HR Operational Policies	.091	.051	1.788	.048
	Lean HR Policies	.008	.048	.171	.049

a. Dependent Variable: Organisational Performance

Table 16 shows that significant values of both independent and dependent variables are under 0.05, based on this, it could be stated that both hypotheses have been accepted. Therefore, Remote HR Operational Policies and Lean HR Policies can help in sustaining the organisational performance at the times of Covid-19.

Reliability

Table 17: Reliability

Cronbach's Alpha	N of Items
.700	12

The Cronbach's alpha value of the questionnaire items is 0.70, which indicates that it has good internal consistency.

Findings

Discussion of Findings

The covid-19 pandemic has resulted in serious financial, physical and mental complications to the people worldwide. In addition to this, findings revealed that events like Covid-19 have been considered as one of the rapidly evolving threats that have disrupted the business universally. The findings of Hinojosa et al. (2020) confirm the fact that due to the consequences of the pandemic caused by a coronavirus, HR departments have faced an unprecedented crisis. It has been found that at this unprecedented and unpredictable time of this crisis, the organisation have majorly dependent on their HR departments in order to make sure that the workforce feels safe. This evidence shows that in the times of crisis like Covid-19, HR practices have transformed from brick-and-mortar offices into virtual workplaces through adopting remotely operational policy as the HR contingency strategy for the purpose of business continuation.

The results are consistent with the results of Zou et al. (2020) that HR practices due to Covid-19 have shifted towards managing the work from home securely and seamlessly. Syed (2020) also confirmed the role of the human resource in the organisation has been changed significantly by introducing a new work environment and social distancing practices that have been never imagined. It is found that the organisation in order to prevent the spread of Covid-19 has implemented remote operational policies through adopting a remote working model at the scale and rate that have never experienced (Ramos and Hynes, 2020).

Moreover, according to the results of this study, for an organisation to deal with situations similar to the Covid-19 in the future, it is essential to integrate pandemic contingency planning into existing resilience management activities for the purpose of providing comprehensive response and continuity of the business (Menoni and Schwarze, 2020). However, in parallel to the statement by Donthu and Gustafsson (2020), it can be said that the priority of the contingency strategies in situations like Covid-19 should be on the safety and health of the employees. The research evidence also revealed that remote HR operational policies along with the lean HR policies have a significant impact on the organisation performance specifically in times of crisis like Covid-19. It is found that they have a significant role in keeping the workforce resilient, engagement and productivity.

Consequently, it has been found that HR contingency strategies have significant importance in sustaining the organisation performance and operations in situations like Covid-19. As in this unprecedented time, HR contingency strategies like remotely operational policies and lean HR policies provide greater access to talent, increased productivity of the employees through providing flexibility and improving employee experiences (Williams, 2019). Furthermore, the research findings also suggest that to sustain the business operations and performance in the situations like Covid-19, the business should be able to identify new priorities which are more strategic and business-oriented through different HR contingency strategies such as remotely

Develop HR Contingency Strategies to Deal with Situations Similar to Covid-19 in Future in Jordan

operational policies and lean HR policies rather than traditional HR functions such as training, staffing compensation and appraisal. Cao et al. (2020) also confirmed that to manage the business performance in times of pandemic events like Covid-19, the HR department is required to design a contingency strategy in a way that diagnoses the organisation strategic needs along with the planned talent development. Therefore, for effective dealing with situations like Covid-19 in the future, the HR Contingency model is required to be built in accordance with the strategic needs of the organisation through providing various talent management opportunities to the employees (Acharya et al. 2020; O'Rourke, 2020).

CONCLUSION

The aim of the research was to explore the importance of developing HR contingency strategies in dealing with situations like Covid-19 in the future. It has been concluded that HR contingency strategies have significant importance particularly in a situation like Covid-19. Because these events have an ever-changing dimension, which essentially influences markets, economies and health. The study concluded that HR contingency strategies such as remote operational policies and lean HR policies have significantly helped the organisations to sustain their organisation's operations and performance in the times of Covid-19. Remote working and Lean HR practices have been evolved in these times as a quick response strategy for the continuation of the businesses. As a result, now organisations are paying more attention to HR contingency strategies in order to rebuild and transform the work in responses to similar situations in the future. Therefore, the HR manager to deal with situations like Covid-19 in the future are recommended to react quickly and effectively to minimise the impact of such a crisis. However, for effective and quick response, they are required to analyse the situation first, identify threats and prioritize the risk factors. In accordance with the risk factors, the HR contingency strategies should be prepared (O'Rourke, 2020). Additionally, for quick adaptation of HR contingency strategies, organisations should emphasize on internal communication, as cooperation, collaboration and team spirit are essential to survive in a changing environment due to such a crisis.

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