

# The Role of Human Resource Practices in Managing COVID-19 Crisis in the Kurdish Media Organizations

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## Abstract:

This paper examines the role of human resource practices in managing crises specifically during COVID-19 pandemic in Kurdish media organisations. This article explains the barriers faced HR practiser's during the pandemic in managing their employees and focusing on achieving organizational goals. In addition, it attempts to articulate how the pandemic has created a complex and challenging environment for human resource management (HRM) practitioners, who need to find ingenious solutions to ensure

the continuity of their corporates and to help their employees to cope with this extraordinary crisis. The research, mainly focused on the quantitative research method (survey research). A survey technique through an online questionnaire using 'Google Forms' (N= 50) has been adopted with responses from two Kurdish media Organizations namely (Galy Kurdistan TV and Kurdsat TV) in Sulaimanya City. Through applying statistical method (SPSS 21) data has been analysed. Results indicate that adaptability and creativity in practicing HR functions such as (downsize their workforce, remote working, effective training programmes and flexible working hours) can help Kurdish media organizations manage organizational crises which appeared due to COVID-19 pandemic and also assist their sustainability, competitive advantage and performance.

## Key words:

Human Resources Management (HRM), Crisis Management, Kurdish Media Organizations, COVID-19.

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## 1. Introduction

COVID-19 is an extraordinary health crisis that has strongly affected the whole world, plunging it into great fear and uncertainty. It has heavily impacted economies, societies, employees, and organizations. This crisis has started first in the city of Wuhan (China), which has witnessed in December 2019 the outbreak of severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) that has known a fast spread propelling its status to a global pandemic on March 11, 2020, by the World Health Organization (WHO, 2020b).

Coupled with these above mentioned areas that affected by COVID-19, this pandemic has a direct effect on media organizations around the world. The significant consequence of this effect exacerbated the media partitions as a result created many obstacles in front of their activities in the fieldwork.

The media industry itself from content creators to distributors has been severely impacted by this unprecedented health crisis. While consumer demand for content has skyrocketed, advertising revenues have steeply declined. The crisis has accelerated the devastation of local news organizations. There has been a widespread cancellation of events, lowered consumer spending outside the home due to closures and self-isolation.

These changes of the media practice in such circumstance have affected media marketing job and employment policies, for instance, the media organizations in the Kurdistan Region of Iraq applied new plans for employment, in particular clear the ground for those who own experiences in the field, and did not require any sort of the media training in order to improve their skills of work to avoid gathering employees for training purpose. The new strategies of the journalist's employment have changed the Kurdish media organization policies to reduces the number of weekdays and time of their employees, in addition to downsize their workforce, as well as limiting their production activities, focused on healthcare instructions in lieu. Thus, notable aspect of this conditions, during the pandemic is the problems that face the human resources, administration team in the Kurdish media organizations, they have adopted a variety of online training programmes to improve skills of workers in the HR team to enhance awareness and competencies for crisis management (Hutchins, 2009) which was a significant challenge for the media organization. Because, the key problem with the HR department in most of the Kurdish media organization was suffering from the lack of skills in dealing with the crisis and the way of tackling their problems when they faced in the period of pandemic.

Trying to recover from this health shock, media organizations have started working in a new frame (Major and Machin, 2020) under extraordinary rules and a new functioning (e.g.,

physical distancing in the workplace, flexible working hours and rotation) (Shaw et al., 2020).

In this context, there are very few studies on the role of HRM and its challenges in managing crises in media organizations during COVID-19 pandemic particularly in Kurdistan Region of Iraq, whereas managers and HRM practitioners need relevant information that will help them to go through this crisis effectively and efficiently, to be able to support their employees and to sustain their business. In fact, organizations are generally not sufficiently prepared to deal with crises when they occur (Wang, Hutchins, & Garavan, 2009). Whence the importance, for the scientific community, to support organizations by providing relevant information related to this new pandemic. Therefore, the principal goal of this research is to investigate the role of HR practitioners in Kurdish media organizations in managing organizational activities and news coverage during periods of crisis and examining how did the HR practices in media channels changed in order to support employees run their tasks in a more efficient way with considering their health safety condition.

## 2. Human resource management facing COVID-19 crisis

HRM 'is about how people are employed, managed and developed in organizations' (Armstrong & Taylor, 2020: p:3). It has been grandly impacted by COVID-19, generating significant challenges for managers and HRM practitioners. Crisis management is among the areas of management in which the HR is expected to participate in, with a view of ensuring that employee's needs, during and after a crisis, are given consideration during the development of crisis management plans. Regarding the working condition as an HR practice which represent the core of paid work and employment relationships' (ILO, 2020). They 'cover a broad range of topics and issues, from working time (hours of work, rest periods, and work schedules) to remuneration, as well as the physical conditions and mental demands that exist in the workplace'(ILO, 2020). The COVID-19 crisis has drastically altered working conditions in organizations. Indeed, to ensure their business continuity, most organizations have moved to remote working, requiring their employees to work from home (Aitken-Fox et al., 2020a, 2020b; Gourinchas, 2020; Koirala & Acharya, 2020). Due to the nature of work in media organizations, one of the most difficult challenges faced journalist and media practitioners as employees in media corporates is conducting their tasks in the fieldwork. This situation has created barriers for journalists which have affected their safety and health risks in doing journalism practice because most of their tasks will not allow remote working (ILO, 2020). According to Koirala & Acharya (2020) working from home is not suitable for all job positions. In this conditions companies such as media channels can apply two possible alternatives either to require their employees to be

physically present while respecting the measures of physical distancing (i.e., allow an interval of 2min between individuals) and wearing personal protective equipment or to lay them off (Blustein, etal. 2020).

Therefore, this unexpected organizational change is a significant challenge for HR practitioners and managers in media organizations (Aitken-Fox et al., 2020a).

In addition, staffing structure might be affected when working from home will be adopted (Campello, Kankanhalli, and Muthukrishnan, 2020). Hence, the impact of Covid-19 in Kurdish media organizations, in particular on the strategy of journalists practice and organizational structure is significant. This aspect of the organizations has been influenced on the direction of managing the crisis, especially during the pandemic. One of the key barriers towards media channels is the structure and management system of human resources within the organization. In related to this, the organizational structure is the method of practicing and media production procedures, which used for managing and coordinating the journalists' in their tasks (Kovoor-Misra, 2019). Further, the concept frequently reflected in the organizational procedure and policies in to managing the journalists as human resource within the media organizations network (Aquinas, (2009). Thus, the structure of the media institute “determines hierarchy, which has power to make decisions, and the flow of communication and work within the organization” (Kovoor-Misra, 2019). Finally, these two elements have great roles in determining the framework to take decisions, creating strategy, plans to respond to the crisis and development of the abilities of journalists.

Besides working condition practices and staff structure during COVID-19 pandemic, application of training programmes is another challenging practices in media organizations Devyania et al. (2020). Athamneh (2018) observes, training plays a key role in improving the ability of employees, especially in times of crisis. Training during the pandemic crucially enhance employees job related skills, and COVID-19 awareness (Quaedackers et al., 2020). Training also helps employees in improving their digital skills which is one of the requirements for remote working and communication with their supervisors and colleagues while they're not presenting physically in their workplaces because not all employees posse these skills properly (Greer and Payne, 2014).

In addition, the development of the personal capability and skills play essential role in order to guarantee that the employees have the good skills, ability and knowledge to guide them during the period of pandemic crisis. Hence, the Kurdish journalists were suffering from the lack of resources and training in dealing with the crisis; for instance, lack of health guidelines in the fieldwork, application of digital tools and training related to deal with the crisis within the media organizations. In this context, the HRM practitioners should play a

strategic role also by supporting and training managers on how to manage a virtual team, to help them to overcome these difficulties and to cope with remote working challenges in order to be able to support their team members (Hamouche, 2020).

As any other HR practices, safety and health management practice is another challengeable aspect during crises. Organizations are responsible for keeping their workers' safe during health crises that cause their death such as COVID-19 which eventually caused mental and physical stress for employees (Hecker, 2020). Moreover, COVID-19 is not only a physical health risk, but it also represents a significant risk for individuals' mental health (Brooks et al., 2020). Moreover, employees who are required to be physically present in the workplace might return to work with the fear of contracting the virus or transmitting it to their family (Tan et al., 2020), which might increase their level of stress as well as the risk of mental health issues (Hamouche, 2020), especially for employees who were facing high psychological demands at work, prior to the pandemic (Quaedackers et al., 2020), or those who have a high-risk job position, e.g., healthcare workers and journalists (Hamouche, 2020).

The main challenge for managers and HRM practitioners, in this context, is to identify the risk factors and to implement the proper prevention measures in the workplace, including for employees working from home (Hamouche, 2020).

Based on abovementioned literature review this study will hypothesise the followings:

H1: There is a relationship between human resource practices and managing COVID-19 crisis in the Kurdish media channels.

H2: HR practices positively affect managing Covid-19 crisis in the Kurdish media channels.

### **3. Methodology**

#### **3.1 Sample and procedure**

The sample of this study includes media organization employees in two Kurdish media corporates in Sulaimanya namely: Galy Kurdistan TV and Kurdsat TV who are titled as administrative, HR staff, journalists and public relation employees. Data were collected through survey method (online questionnaire). The concepts in the study are developed by using measurement scales adopted from further studies. Data for this research are collected by using Google form. The online questionnaire was sent to the e-mails and social media



accounts for the participants. The questionnaire sent to 150 employees from above mentioned media firms, only 50 statistically accepted forms returned. Data collection process started from January 2021 to February 2021.

The questionnaire consists of two sections. First part includes socio demographic questions including; gender, age, education level, position in the organization (title). At the second part, there are statements which determine the choices of employees about HR practices and crises management. These statements will be graded using a 5-point Likert scale. These points in the scale are “Strongly Disagree” (5), “Disagree” (4), “Uncertain” (3), “Agree” (2), “Strongly Agree” (1).

### **3.2 Analysing findings and hypothesis testing**

The statistical analysis of this research performed using the SPSS V21 applying in a significance level of the data testing regarding the role of human resource management in managing crisis within the Kurdish media organization. First of all, the researchers used an established technique in presenting the project data, especially for the encoded, illustrated, and organized. Thereafter, the study used numeral approach in order to organize the results of the project. Furthermore, the research is based on the use of a particular reliability research technique, which is Alpha Cronbach. This technique provides the study with a good method in dealing with statistical measures, especially in relation to formulating the frequency, mean and obtain the percentage. also, this aspect provides a great way to standard deviation to the mean and higher coefficient of variance, especially, in connection to offering essential descriptive for the statistical analysis of the variables and effect of human resource practices in managing crisis in the organizations. The deductive data analysis was managed by using the following steps, the Pearson Bivariate Correlation only based on finding the associations between the HR practices in managing the pandemic crisis in the media organizations. Furthermore, the research used the simple regression model to determine the key factors that influence the crisis management in the media organizations, specially to provides accurate description in regard to the relationship among the dependent and independent variables in the study.

### 3.3 Resolution test

**Table (1): Reliability**

Variables	N. of class	Alpha Cronbach's
Human resource practices	10	0.865
Managing COVID-19 crisis in the media	15	0.944
<b>Total</b>	<b>25</b>	<b>0.915</b>

It can be detected in the table (1) that alpha Cronbach was used to get the results of the participants' reliability. On the other hand, the Alpha Cronbach coefficient was used to ensure the scale's stability and to determine the efficiency of the research sample members' answers. As a result, the value of alpha Cronbach equals (0.915); then the result of alpha Cronbach shows the high reliability of the questionnaire.

### Section 1: Demographic Variables

**Table (2): Demographic data**

Items	Frequency	%
<b>Gender</b>		
Female	12	24.0
Male	38	76.0
<b>Age</b>		
18-25 years old	5	10.0
26-34 years old	22	44.0
35-44 years old	20	40.0
45-more than	3	6.0
<b>Level of education</b>		
Secondary	10	20.0
Diploma	21	42.0
Bachelors	14	28.0
MA degree	5	10.0
<b>Employees at which department</b>		
employee at news department	31	62.0
PR employees	11	22.0
administration employee	8	16.0

<b>How many of the employee have test positive of COVID-19?</b>		
<b>5 to 10</b>	9	18,0
<b>11 to 15</b>	3	6,0
<b>16 to 20</b>	6	12,0
<b>21 and more</b>	27	54,0
<b>i dont know</b>	5	10,0
<b>what sort of communication means have implemented by the channel during the COVID-19 crisis?</b>		
<b>by telephone</b>	22	44,0
<b>meeting face to face</b>	5	10,0
<b>social media group chat</b>	23	46,0
<b>During the quarantine period, what sort of plans has applied in the channel?</b>		
<b>reduce number of empolyess</b>	13	26
<b>reduce time of work</b>	28	56
<b>reduce activities</b>	9	18
<b>Total</b>	<b>50</b>	<b>100.0</b>

Table (2) shows that most of the gender was male, 76% of the total, and only 24% was female. In addition, the first rank of age was between 26-34 years old, which was 44% and 40%, and 10% was between 35-44 years old and 18-25 years old by respectively. Moreover, the highest rate of the Level of education was Diploma, which was 42%. Only 10% were MA degree. 62% of the employees in which department were employed at news department and 22% were PR employees. On the other hand, 54% of employees who tested positive for COVID-19 were between 21 and more, and 18% were between 5 to 10. Likewise, 46% of the communication means implemented by the channel during the COVID-19 crisis was social media group chat and 44% was by telephone, and also 56% of the plans applied in the track were to reduce the time of work and 26% was reduced number of employees.



## Section 2: The study’s main variables

**Table (3): Description of variables**

N	Variables	Questions
1	X1	Does the administration in the channel, created any emergency team to managing COVID-19?
2	X2	does the HR team have enough resources in order to support the activities and managing the COVID-19 crisis?
3	X3	to what extent, do you satisfied with the instructions and health concerns provided by your channel during work practicing in the time of COVID-19 crisis?
4	X4	to what extent, the employees satisfied with the health insurance that available in the channel?
5	X5	does the channel created any workshop or training regarding to the COVID-19? such as, a social distance at the time work?
6	X6	does the COVID-19 crisis changed the work system or create obstacles in front of the HR team, administration, production team and PR?
7	X7	Have you channel counter any insufficient budget or financial crisis during the COVID-19?
8	X8	to what extent, do you satisfied with the channel procedures treating with infected people, especially in providing services, clearance or wages?
9	X9	to what extent, the workers satisfied with the collaboration between administration team, PR team to support production team during COVID-19 period?
10	X10	how you are evaluating the collaboration between administration team, PR team during the COVID-19 period?
12	Y1	Has COVID-19 crisis impacted the production process of the channel?
13	Y2	to what extent, do you satisfied with the channel procedures treating with infected people, especially in providing services, clearance or wages?
14	Y3	has the channel continued on applying the same health instruction of COVID-19 after this period to protect the workers
15	Y4	to what extent the workers satisfied the relations between channel and others health organizations in collaboration project in facing COVID-19 crisis?
16	Y5	Have the workers given opportunity to work at home instead of coming to channel during the COVID-19 period

**Table (4): Description of variables**

Questi ons	Stron gly disagree	Disag ree	I don't know	Agr ee	stron gly Agree	Me an	S.D	C.V	R I	R ank
	NO	NO	NO	NO	NO					
	%	%	%	%	%					
<b>X<sub>1</sub></b>	5	4	8	15	18	3.74	1.31	35.0	74	2
	10	8	16	30	36					
<b>X<sub>2</sub></b>	2	12	3	24	9	3.52	1.16	32.9	70	6
	4	24	6	48	18					
<b>X<sub>3</sub></b>	2	0	9	19	20	4.1	0.97	23.6	82	1
	4	0	18	38	40					
<b>X<sub>4</sub></b>	3	6	13	22	6	3.44	1.05	30.5	68	7
	6	12	26	44	12					
<b>X<sub>5</sub></b>	8	9	6	16	11	3.26	1.41	43.2	65	9
	16	18	12	32	22					
<b>X<sub>6</sub></b>	6	12	5	17	10	3.27	1.35	41.2	65	8
	12	24	10	34	20					
<b>X<sub>7</sub></b>	1	9	10	21	9	3.56	1.05	29.4	71	5
	2	18	20	42	18					
<b>X<sub>8</sub></b>	3	1	16	16	14	3.74	1.08	28.8	74	2
	6	2	32	32	28					
<b>X<sub>9</sub></b>	1	3	17	22	7	3.62	0.88	24.3	72	4
	2	6	34	44	14					
<b>X<sub>10</sub></b>	2	3	11	28	6	3.66	0.92	25.1	73	3
	4	6	22	56	12					
<b>Sum</b>	<b>33</b>	<b>59</b>	<b>98</b>	<b>200</b>	<b>110</b>	<b>3.59</b>	<b>1.12</b>	<b>31.4</b>	<b>71</b>	
	<b>6.6</b>	<b>11.8</b>	<b>19.6</b>	<b>40</b>	<b>22</b>					

\*RI : relative importance , C.V: coefficient of variance

The data of Table (4) on repeat distributions (mean, stander deviation, coefficient of variance, and Relative importance) indicate explanatory variables that focus on (human resource ). This variable has a mean of (3.59). And a standard deviation of (1.12) and the relative importance of (71.82%). The rate of somebody who responded with "strongly agree" to (22%), who were (agree) by (40%), who were somewhat (19.6%), while the proportion of somebody who did not agree with the paragraphs have reached the rate (18.4%).

**Table (5): Description of variables**

Questions	Strongly disagree	Disagree	I don't know	Agree	Strongly Agree	Mean	S.D	C.V	R I	Rank
	NO	NO	NO	NO	NO					
	%	%	%	%	%					
<b>X<sub>1</sub></b>	2	8	6	16	18	3.8	1.2	31.	7	2
	4	16	12	32	36					
<b>X<sub>2</sub></b>	3	1	8	23	15	3.9	1.0	26.	7	1
	6	2	16	46	30					
<b>X<sub>3</sub></b>	6	9	3	17	15	3.5	1.4	39.	7	3
	12	18	6	34	30					
<b>X<sub>4</sub></b>	4	4	10	27	5	3.5	1.0	30.	7	4
	8	8	20	54	10					
<b>X<sub>5</sub></b>	5	13	14	10	8	3.0	1.2	40.	6	5
	10	26	28	20	16					
<b>Sum</b>	<b>20</b>	<b>35</b>	<b>41</b>	<b>93</b>	<b>61</b>	<b>3.5</b>	<b>1.1</b>	<b>33.</b>	<b>7</b>	<b>7</b>
	<b>8</b>	<b>14</b>	<b>16.</b>	<b>37.</b>	<b>24.4</b>					

\*RI : relative importance , C.V: coefficient of variance

The data in Table (5) on repeat distributions (mean, standard deviation, coefficient of variance, and relative importance) indicate explanatory variables that focus on (managing COVID-19 crisis in the media channels). This variable has a mean of (3.56). And a standard deviation of (1.18) and the relative importance of (71.2%). The rate of people who answered with "strongly agree" (24.4%), those who were (agree) by (37.2%), who were somewhat (16.4%), while the proportion of individuals who did not agree with the paragraphs reached the percentage (22%).

**Table (6): A relationship between the human resource and managing COVID-19 crisis in the media channels**

Dependent variable	Independent variable		
	human resource		
	Correlation	Sig.	Sample
managing COVID-19 crisis in the media channels	0.845	0.000	50
*The level of significance at level 0.05			
*There is a relationship between the statistical function between dependent variable and independent variable			

H1: There is a relationship between human resource practices and managing COVID-19 crisis in the Kurdish media channels.

It is seen from Table (6) that there is a significant positive statistical correlation between (response variable and explanatory variable), which is (0.845), and that the significance value is (0.000) and this means accepting the first hypothesis because the p-value was less than (0.05). Then, there is a positive correlation between the (human resource practices and managing COVID-19 crisis in the media channels).

**Table (7): Regression analysis of a dependent variable (managing COVID-19 crisis in the media channels)**

**The impact of human resource practices on the managing COVID-19 crisis in the media channels**

Model	Coefficients				Model Summary			ANOVA Table	
	Unstandardized Coefficients		T Test	Sig.	R	R <sup>2</sup>	Adj.(R <sup>2</sup> )	F Test	Sig.
	B	Std. Error							
Constant	0.758	0.262	2.892	0.006	0.845	0.714	0.708	119.547	0.000
human resource	0.796	0.073	10.934	0.000					

H2: HR practices positively affect managing Covid-19 crisis in the Kurdish media channels.

This table shows that the regression model predicts the dependent variable significantly well. This indicates the statistical significance of the regression model that was run. Here, the (p-value) was (0.000), which is less than 0.05, and indicates that the regression model statistically significantly predicts the outcome variable (it is a good fit for the data). This means that the method is possible to analyse this data, which indicates acceptance of the alternative hypothesis.

The R2 value shows how much of the total variation in the dependent variable (managing the COVID-19 crisis in the media channels) can be solved by the independent variable (flexible human resource practices). In other words, R-Square for this study is (0.714). This means that 71.4% of the variance of (managing COVID-19 crisis in the media channels ) must be explored in (human resource), this illustrates that only 71.4% of factors affect (managing COVID-19 crisis in the media channels ) in (human resource) and the other variables (28.6%) are due to random error.

#### 4. Conclusion:

In this study the impact of HR practices in managing COVID-19 crises in Kurdish media organizations were investigated. Employees and HR teams of two Kurdish media organizations formed the sample of this study. The respond rate was below the expected rate as only 50 employees out of 150 answered the online survey. Besides, the factor analysis and reliability analysis showed the adequacy of the sample size. So the results of the factor and reliability analysis were appropriate with the number of the items and sample size.

In terms of the results of the statistical tests, the first hypothesis supported through the correlation analysis. According to the findings, it is founded that there is a positive relationship between HR practices and managing COVID-19 crisis. In the same way, results support the second hypothesis which aimed to find the positive impact of HR practices on managing Covid-19 crisis.

The findings of the study are consistent with the previous studies which, (Hamouche, 2020) have investigated the effects of HR practices in managing COVID-19 pandemic. The study investigated that flexible HR practices such as (work conditioning, training, performance management, and health and safety practices) can help HR team and managers to overcome unexpected and non-predicted work situations during crisis. According to Hamouche's findings similar with the results of this study flexible working hours, remote working, online trainings, reducing unnecessary activities, and reducing number of employees might be appropriate in managing an extraordinary health crisis specifically in media organizations. Thus, it could be said that COVID-19 has posed grand challenges for managers and HRM practitioners, but it has also opened the door to opportunities worth knowing and understanding, that can help organizations to direct their future actions and it has challenged organizations' creativity and innovation . COVID-19 also t has pushed organizations to rethink their HRM strategies and to go beyond the traditional models of managing human resources, by positioning new information technology as an essential partner to survive and to ensure the sustainability of their business. Moreover, COVID-19 offers opportunities for organizations to develop the autonomy of their employees, upgrade their digital competencies, and broaden the perspective of their competencies' development. Besides, this pandemic has positioned new technology as a strategic partner for organizations especially in media firms.

The limitation of the study is the response rate of the Kurdish media corporates who are expected to be above 100 respondents. Therefore, for future studies, applying mixed method for data collection should be considered.



## رۆلی سه‌رچاوه مروّییه‌کان له به‌رپۆه‌بردنی قه‌یران له ده‌زگا‌کانی را‌گه‌یان‌دنی کوردی له ماوه‌ی (کۆفید-۱۹)

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### پوخته:

ئه‌م توێژینه‌وه‌یه کار له‌سه‌ر رۆلی سه‌رچاوه له به‌رپۆه‌بردنی قه‌یران له ده‌زگا‌کانی را‌گه‌یان‌دنی کوردیه تاییهت له‌سه‌رده‌می (کۆفید-۱۹). توێژینه‌وه‌که را‌قه‌کاری ده‌کات بۆئه‌و بارودۆخه‌ی که پۆژنامه‌نووس و تیمه‌کانی سه‌رچاوه‌ی مروّی و په‌یوه‌ندیه گشتیه‌کان و کارمه‌ندانێ کارگێری له مه‌یداندا له‌و ماوه‌یه‌دا کاری پۆژنامه‌وانیان ئه‌نجام داوه.

هه‌روه‌ها ئه‌م توێژینه‌وه‌یه هه‌ولیکه بۆ روناکی خستنه‌سه‌ر کاریگه‌ری کۆرۆنا فایرۆس له‌سه‌ر پراکتیزه‌کردنی کاری پۆژانه. له لایه‌کی تریشه‌وه توێژینه‌وه‌که گه‌فتوگۆ له‌سه‌ر تیمه‌کانی سه‌رچاوه مروّی و په‌یوه‌ندیه گشتیه‌کان و رۆلی گه‌وره‌یان له به‌رپۆه‌بردنی قه‌یرانه‌که له ده‌زگا‌کانی را‌گه‌یان‌دنی کوردی. توێژینه‌وه‌که به‌ شیوه‌یه‌کی سه‌ره‌کی پشتی به‌ میتۆدی سی‌رقه‌ی (پا‌رسی) مه‌یدانی بۆ کۆکردنه‌وه‌ی داتا ده‌به‌ستیت. ۴۵ که‌س به‌شداری کردوه له توێژینه‌وه‌که له تیمی که‌ناله‌کانی کوردسات و گه‌لی کوردستان له سلیمانی که بریتین له پۆژنامه‌نووس و کارمه‌ندی په‌یوه‌ندیه‌گشتیه‌کان و کارگێری. سه‌باره‌ت به‌ شیکاری بۆ داتای توێژینه‌وه‌که و ده‌رئه‌نجامه‌که‌ی به‌کار هاتوه. گرنگترین ده‌رئه‌نجامه‌کانیش بریتی بوو له‌وه‌ی که ، ده‌زگا‌کانی را‌گه‌یان‌دنی هه‌وله‌کانیان خستۆته‌گه‌ر بۆ که‌م کردنه‌وه‌ی ژماره‌ی کارمه‌نده‌کان و ژماره‌ی کاتژمێره‌کانی کارکردن له ماوه‌ی قه‌یرانه‌که‌دا.

**کلیله وشه‌کان:** سه‌رچاوه مروّییه‌کان، به‌رپۆه‌بردنی قه‌یران، پراکتیزه‌کردنی کاری پۆژنامه‌وانی، قه‌یران له ده‌زگا‌کانی را‌گه‌یان‌دنی.

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