

**Virtuliazation of Human Resource Management
Activities: A Post COVID-19 Review of Selected
Nigerian Quoted Companies**

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Introduction and Background

- Volatility of the business environment
- Crisis in the manufacturing sector
- Uncertainty of business direction
- Weak infrastructure
- Pressure on HR managers to deliver performance

Introduction and Background (contd)

- Emergence of COVID-19 and the Lockdown
- Fall in Productivity
- Loss of Profit
- Application of virtualization in HR process as response to COVID-19 work destabilization

Problem Addressed

Pressure on HR managers to coordinate workforce for performance sustainability amidst COVID-19 surge

Objective

To assess the impact of virtualization of HR activities on corporate performance

Theoretical Basis

Concept of Virtualization

- Engagement in remote work process by technological means
- Reduction of physical work contact to remote work scenario

Relevance of Theory of Adaptability (Mark Hughson)

Application of strategies enable adaptability

Influence of Theory of Druptive Innovation {Clayton Christensen)

contd

- Influence of Theory of Disruptive Innovation (Clayton Christensen)
- Literature: Hinged on the inevitability of paradigm shift in work environment and ability to cope (Murke Hills, 2020)

Methodology Adopted

- Survey of five quoted companies
- Representing manufacturing, oil, construction and tourism sectors
- Secondary data reflecting 2020 first and second quarter financial performance
- Correlational analysis of corporate performance data (first and second quarters of 2020)

Findings

- Significant short-falls in corporate target expectations
- Unpopular salary and allowance reduction across the board
- Shift in HR attention to remote coordination
- Extra cost of virtualization
- Additional pressure on HR to sustain workforce morale
- HR stepped up the campaign for employee safety during the March-July lockdown period

Conclusion and Recommendations

Conclusion

- Virtualization successfully addressed lockdown of work process
- Virtualization addressed what would have been economic paralysis for the selected organizations
- Emergence of a new work culture by virtualization
- Virtualization has not reversed the profit trend

Contd

Virtualization still needs further evaluation

Recommendations

- Need for fresh job analysis/job schedule/work re-schedule
- HR managers should be more proactive in their respective industries of operation
- Engagement of employees' views in the current dispensation
- Restriction of virtualization to the service aspects of work process

Closing Remarks

Accept my appreciation of your
attention

Thank you all