

INTERNATIONAL JOURNAL OF BUSINESS, MANAGEMENT AND ECONOMICS

Vol. 2 No. 4, 2021



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Published by:



Training and Research Institute Jeramba Ilmu Sukses (TRI-
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Public Value Management: An Emerging Paradigm in Public Administration

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Abstract

In 1975, Nicholas Henry puts forward five paradigms for public administration. These paradigms demonstrate the historical development of public administration since Woodrow Wilson's famous article. The existence of competing paradigms in public administration enhances theoretical development within the discourse. Public value management has brought a new dimension to the discourse. The purpose of this study is to investigate the paradigmatic shift in public management and to determine if the 'Public Value Management' represents an emerging paradigm in public administration. The paper attempts to answer two main questions: (a) Does public value management represent a new paradigm in the field of public administration? (b) Is public value management the future of public administration? To answer these questions, the study followed a historical approach to provide an accurate description and analysis of the current state as well as predicting its future course. Data for this study has been collected through a primary scoping of the literature on public administration. This paper shows that public value is not only an emerging paradigm in public administration but also the future. The study also found out that public value is the next big thing for governments aiming to deliver better public service. The public value paradigm is centered around the needs of the public as citizens, as well as consumers, the creation of value rather than achieving individual outcomes. It is more than the aggregation of individual needs with deliberation as to what constitutes public value at its core. In answering the aforementioned questions, the paper endeavor to establish the focus of public value management paradigm within the public administration field. The study adds value to the literature and theoretical development of public value.

Keywords: Public Administration, Public Administration Paradigms, Public Value Management, e-Governance

How to Cite:

Bojang, M. B. S., (2021). Public value management: an emerging paradigm in public administration. *International Journal of Business, Management and Economics*, 2(4). 225 - 238.
DOI: <https://doi.org/10.47747/ijbme.v2i4.395>

1. Introduction

In 1968 Dwight Waldo pronounced that public administration has an identity crisis. According to Rutgers (2010), the alleged crisis has much to do with the scope and theory of the discourse. This implies understanding and explaining the connection between the subject matter and the object of study. The debate is not only on the boundaries of the study but also on the status of public administration. According to Waldo (1968), the scope of the theories in public administration has both practical and theoretical limitations. This is because public administration deals with complex ideas that portray a normative image of human society. Therefore, it is difficult to pinpoint a specific paradigm, well-articulated ideas, core questions, coherent methodology, or approaches for the study of public administration. I argued that the label 'identity crisis' is perhaps needed as it captures the advancement and betterment of the study.

It is now more than five decades since Woodrow Wilson wrote his famous article 'The study of Administration' where he states that 'it is easier to frame a constitution than to run it' (Wilson, 1887). There is so much in Wilson's article that sounds modern. Wilson (1887) highlights the significance of governmental administration. According to Wilson (1887), 'Administration is not only the operative mechanism of the government but also the most visible executive action' (Wilson, 1887). This implies that the state can meet its purpose only through an efficient administrative instrument. As Marshall Dimock beautifully asserts: "Public administration is a process or a theory, not merely an accumulation of detailed facts. Administration emphasizes on implementing the task of government successfully at a minimal cost both in resources and of energy" (Dimock, 1937:29).

As an academic discipline, public management has gone through several transformations from Classical Public Administration to New Public Management (NPM) and Governance paradigm (Mukonza, 2014). This evolution has affected the character of governments, so has its ability to relate with various actors in society. The purpose of this study is to investigate the paradigmatic shift in public administration and to determine if the 'Public Value Management' represents a new management paradigm in the discourse. The research seeks to answer two questions: Does public value management represent a new paradigm in the field of public administration? And is public value management the future of public administration? In this paper, public value management is viewed as a paradigm that needs serious attention from researchers and practitioners for theoretical and empirical development.

This paper is organized as follows: first, conceptual clarification of public value, and at the same time distinguishing it from private value, common good, public interest. The paper attempted to trace the historical origin of public value discussion. This is followed by outlining the different paradigms in public administration, leading to the central argument of this study; public value as

the new paradigm in public administration. Then, the conclusion and recommendations for future studies are highlighted.

Origin Of Public Value

Public value management is a hot topic in public administration and the concept has been used by numerous scholars in the literature (Alford & O'Flynn, 2009; Benington, 2009; Bojang, 2021; Jørgensen & Bozeman, 2007; Moore, 1995; Rutgers, 2015). However, studies on 'Values' in public administration are not new as Waldo's (1984) "Administrative States" discussed values though he did not explicitly use the term. The same is true for Simon's (1976) "Administrative Behavior" which highlights the difference between fact-value. What is new is the coming of 'Public Value' which is extremely popular (Rhodes & Wanna, 2007). The public value concept is important because it complements and resolves the deficit of democracy by engaging the public in determining what is most valued. Jørgensen & Bozeman (2007) pronounced public value as the most significant topic in administration and policy studies, while for others, it is regarded as an important theoretical and practical "guiding concept" (Rutgers, 2015). It has been heralded by various scholars as an administrative practice (Bozeman, 2019; Jørgensen & Bozeman, 2007; Jørgensen & Rutgers, 2015); as "a hard-edged tool for decision-making" (Alford & O'Flynn, 2009), and "a rigorous way of defining, measuring and improving performance". The extreme popularity of public value made other researchers declaring it as a "new era in public management" (Stoker, 2006; Talbot, 2017).

The public value management concept was propounded by Harvard University Professor Mark Moore in 1995 as a response to the "New Public Management" which at the time was the darling of public management and influences public policy of countries. The concept of public value focused on the preferences and aspirations of the citizens as well as consumers, the generation of desirable outcomes rather than achieving individual needs, and public value is more than the accumulation of individuals desires with discussion as to what constitutes public value at its core (Turrell, 2017). Moore (1995) challenged the neo-liberal thinking on three issues:

The role of government: Moore (1995) argues that the role of government should go beyond mere supervisor and service provision to the public, to value creation in the public sector. The role of public managers (service managers): Public managers should seek out opportunities that are most valuable to the public. It implies using government resources to create desired social outcomes for citizens.

The techniques needed by service managers: Benington and Moore (2011) argued that service managers' skills and techniques to work with relevant stakeholders to ensure good policy choices in the interest of the public and at the same time legitimate to improve socially desirable outcomes (Bromell, 2012).

Despite the popularity and optimism of public value, the term remains elusive, problematic, and unclear (Meynhardt, 2009; O'Flynn, 2007). There has yet to be a consensus on the definition of public value. Public value is a generic concept that's everything to people (Rhodes & Wanna, 2007). For Rutgers (2015), public value is not just a generic term but a "pantheon concept." The pantheon concept is used as a metaphor referring to a collection of possible concepts dealing

with public value. The elusiveness of public value makes it even more popular among scholars (Rhodes & Wanna, 2007). However, scholarly attempts are made to define public value. For example, Meynhardt (2009) defines public value as “the value that impacts on values about the public”; Benington (2009) defines it as “what ‘the public’ values and what adds value to ‘the public sphere’”; while Bozeman (2007) defines it as a “normative agreement about the rights, benefits, and obligations of citizens to society, the state, and one another” (Bozeman, 2007:13). In this paper, “public values are explicit values that concern “the good society” or “the general interest,” that is, the sustainability of society and the well-being of its members, irrespective of immediate personal preferences or interests” (Rutgers, 2015:39).

An in-depth investigation of the origin of public value is to question the ontology of social science. Meynhardt (2009) concludes that “public value starts and ends within the individual”. This conclusion is drawn based on his psychological approach to individual values. Bozeman (2007) disagrees with an individualistic economic approach to public values. Similarly, Moore (1995) also argued that public value is the collective and draws on democracy and public interest. Rutgers (2015) intelligently argues that “citizen satisfaction is a possible public value, but a person’s satisfaction with some product or service is not, nor the simple sum of such perceptions”. Therefore, public value can be located in the collective ‘We’ rather than individual interest.

2. Literature Review

2.1. Paradigms Of Public Administration

Since Woodrow Wilson’s famous essay on the study of administration, Henry (1975) provides a solid argument and discussed the evolution of public administration through the five paradigms put forward (Mukonza, 2014). The birth of public administration is associated with Woodrow Wilson’s seminal article though debatable. In his book titled ‘*Public Administration and Public Affairs*’, Nicholas Henry (1975) gives a comprehensive description of the five paradigms. With the development of American Public Administration, other paradigms emerged—i.e. NPM, Good Governance, and Public Value Management. As an academic field, the development of public management may be regarded as a series of nine (9) overlapping paradigms:

Paradigm 1: The Politics/Administration Dichotomy, 1900-1926

The Politics/Administration dichotomy corresponds with the earlier writings of Frank J. Goodnow and Leonard D. White. In his book, Goodnow (1900) stated the two functions of government, which are ‘Politics and Administration’. Politics, said Goodnow, “is about policies, and state will,” while the administration “is about the implementation of these policies” (Henry, 1975:379). With the advent of separation of powers, the legislative organ formed laws and policies, while the executive implemented those policies and laws impartially and apolitically. Similarly, Woodrow Wilson laid a compelling argument of this dichotomy by stressing that ‘administration is a business field’. Wilson (1887) calls for a total separation of politics from administration and suggests that “administration lies outside the proper sphere of politics” (Wilson, 1887:210). Also, Dwight Waldo pointed out that “administration ought to be separated

from politics, and that politics should not encroach on administration". Waldo relates Politics/Administration separation to the corresponding Value/Fact dichotomy.

This paradigm's central focus is on the government's bureaucracy. With the 'Public Service Movement' in Universities across America, scholars began to focus more on administrative studies. Political Science then, was concerned with training for citizenship, law, and recruiting people for a government position. As a sub-field of political science, public administration locus was perceived to train public administrators. Public administration legitimacy came in the 1920s with the publication of the first textbook titled '*Introduction to the Study of Public Administration*' in 1926 by Leonard D. White. During this period, administrative skills are needed to purify a rotten civil service.

Paradigm 2: The Principles of Administration, 1927-1937

Willoughby (1927) published a book on administrative principles—which was considered to be the second fully-fledged text in the public administration. This book emphasizes specific management principles that could be learned scientifically so managers would become specialists in their fields. In the 1930s to early 1940s, public administrators were in high demand for their managerial skills from government and business alike. In addition, Gulick and Urwick (1937) put forward their classic text on management principles to support public managers perform the following functions. For them, the role of managers includes planning of tasks, organizing of the task, staffing, directing staffs to accomplished goals, coordinating staffs and departments, reporting and budgeting of the organization (Bojang, 2020; cited Gulick, 1937:13).

The principles of administration had their first conceptual challenged the following year. In the text '*Administrative Behavior*' Herbert A. Simon laid down two compelling criticism of the field. First, it was argued that politics and administration could never be separated, and the other criticism was that administrative principles were logically inconsistent (Henry, 1975). According to Simon, administrative science is inconsistent proverbs of common sense and not scientific. He proposed administrative studies to be based on scientific principles and laws and equally called for the separation of facts from value judgments (Gruening, 2001:4). However, the politics/administration separation had been abandoned by young creative scholars in the mid-century. This abandonment led to the epistemological identity of public administration. Some would argue that identity has yet to be found. In 1947, Simon offered an alternative paradigm in his essay '*The Science of Public Administration*' where he argued that scholars ought to be concerned with advancing 'pure science of administration' and 'prescribing for public policy'. Although Simon's proposal was rigorous and normative, it puts off a host of scholars in public administration and political science (Henry, 1975:380).

Paradigm 3: Public Administration as Political Science, 1950-1970

In this era, the emphasis was on revisiting the object and scope of the study. Researchers have tried to re-established the linkage between political science and public administration. Most of the writings in 1950 viewed public administration as an interesting area or even synonym to political science. Public administration began a downhill spiral in this era (Henry, 1975). In

1967, public administration was no longer considered as a sub-field of political science, and scholars of this generation were left out. According to Waldo (1968), the attitudes of political scientists were that of 'indifference' and 'hostility' that public administration scholars felt unwelcome in the house of their youths. Also, scholars at this time challenged and question Wilson's Politics/Administration dichotomy.

Paradigm 4: Public Administration as Administrative Science, 1956-1970

This paradigm came into being mainly because of the contempt shown to the field by political scientists. This paradigm offers specialization and argued that administration is administration irrespective of where it is found. In this period, the academicians of administrative studies were concerned with the focus of the discourse. It was suggested that organizational theory should be the motivation of administrative studies (Henry, 1975). In the 1960s, 'organization development' started its swift upsurge as a specialty of administrative science. One of the dilemmas of this paradigm is that it tends to delink and eliminate 'Public' in administration, which could mean becoming a sub-field under Business Administration. Part of this problem was the distinction between the public and the private sectors in American society (Mukonza, 2014).

Paradigm 5: Public Administration as Public Administration, 1970-?

During this era, a considerable amount of progress has been made with renewed validity. Techniques of management science learned have been reflected in organizational analysis. This paradigm saw the distinction between public and private spheres wane away. Furthermore, public administrationists at the time have been more concerned with public policy-making, political economy, and performance measurement (Henry, 1975:383). Dwight Waldo organized a conference (The Minnowbrook Conference) in which he invited young scholars to discuss the future direction of the discourse. This conference started the New Public Administration (NPA), combining ideas from human relations and the political faction of management. The participants in the conference called for a new direction and that administrative science ought to focus beyond efficient administration to more democratic values (Gruening, 2001). In the public administration paradigm, scholars strived to build an autonomous curriculum with epistemological uniqueness. The efficacy of public administration in society appeared to be well appreciated and this was a good reason for the field to be autonomous.

Paradigm 6: Public Administration as New Public Management, (1991-?)

The focus during this period was on how to make the government more economic and efficient in its provision of goods and services to the public (Bojang, 2020b; Mukonza, 2014). By the late 1970s to early 1980s, key figures like Margaret Thatcher of the United Kingdom and local governments in America started pushing for private sector-led—NPM (Bojang, 2020b; Gruening, 2001; Hood, 1991). According to Hood (1991), NPM emerged from two theoretical streams of ideas. First is the 'new institutional economics' of public choice, and principal-agent theory; and second is a business-type 'managerialism' in the public sector (Hood, 1991, 1995). The key elements of NPM include large-scale privatization, corporatization, and commercialization; market-led growth; a shift to change management; reduce government

spending; a shift to output control; more competition; decentralization; performance measurement (Bojang, 2020b; Hood, 1991).

The New Public Management is a series of novel reforms to public administration and management that emerged in several Western countries in the 1980s. The NPM paradigm arose in reaction to the limitations of the classical public administration in adjusting to the demands of a competitive market economy. The public sector borrows a private sector approach to management and led to significant changes in the public sector approach, especially in management practices, efficiency-focused, accountability, and privatization of ineffective public enterprises. Many countries have adopted NPM reforms, only a few have implemented wholesale NPM reforms.

Paradigm 7: Public Administration as Governance (1995-?)

The NPM overly focuses on economic efficiency with emphasis on individual preference. The governance paradigm challenged this notion and rather argued that collective preferences for the society should supersede individual choices. Recently, there has been a check on government service provisions and delivery to society. Because of shifting demographic structures, coupled with the advancement of science and technology, citizens' aspirations are increasingly high, which must be solved by the government more cost-effectively. This pressure on the government led to the new reform agenda. Governments are seeking alternative ways to deliver quality public services to society (Dickinson, 2016:41). Against this background, the reform for governance has received significant attention. In the past years, governance reform responded to failing big governments and market deficiency.

This paradigm challenged the liberal economic philosophy and argued that government should be run like a democracy (Denhardt & Denhardt, 2007). Administrators now emphasize “listening” to the public rather than “telling,” and by “serving” rather than “steering.” This paradigm calls for the co-creation of what is most desired by the citizens and public officials. This movement in public administration is what Denhardt & Denhardt (2007) called “New Public Service”. The New Public Service stressed the interest of the public, democratic values and co-production, and inclusiveness. Therein lies the soul of public administration. As Denhardt & Denhardt (2007) intelligently articulate:

“What is most significant, and most valuable about public administration is that we serve citizens to advance the common good. Ultimately, for public administrators, what matters is not how efficiently we have done our jobs, but how we have contributed to a better life for all” (Denhardt & Denhardt, 2007:4).

Paradigm 8: Public Administration as e-Governance

Electronic Governance (shortly, e-Governance) is regarded as part of the reform strategies of the NPM in 1980. It is the introduction of Information and Communication Technologies (ICTs) in governance to achieve greater delivery of services to the public. The term e-Governance emerged in the late 1990s through information technology and the internet has been in administration since the 1970s (Kraemer, et al, 1978; Danziger and Andersen, 2002; Grönlund and Horan, 2004:714). It is vital to note that e-Governance goes beyond internet use in government to a

reform strategy for the effective functioning of the administration. It was part of the reform package of NPM in the late 1980s to enhance efficiency and improve outcomes through automation.

e-Governance makes governments relevant in this digital era and therefore, governments can either be ‘in e-Government or out of e-Government’. It is a necessity to meet contemporary challenges faced by governments globally (Bojang, 2019, 2020a). The adoption of e-Governance in public administration has enhanced democracy and good governance. e-Governance can be seen as belonging to the public administration and needs to be viewed as a paradigm on its own. Preceding discussions demonstrated that academics and practitioners have changed conceptual preferences on administrative science at different epochs of history. The adoption of ICTs in the running of government has changed its character (Mukonza, 2014).

Paradigm 9: Public Value as an Emerging Paradigm in Public Administration

In search for meaning and direction in administrative science, public value as an emerging paradigm attracts a considerable amount of interest among scholars and practitioners (Alford & O’Flynn, 2009; Benington, 2009; Bojang, 2021; Bozeman, 2002; Fukumoto & Bozeman, 2019; Jørgensen & Bozeman, 2007; Moore, 1995; Rutgers & Overeem, 2014). Public value management concerns government activities and service delivery, new thinking for public sector managers (O’Flynn, 2007). This paradigm is ‘post competitive that signals the achievement of much broader social outcomes for society. This made Barry Bozeman concludes that ‘public value management is the most important topic in public administration and policy studies, while Alford & Hughes (2008) pronounced it as the next phase of management.

Public value management emerges in response to the ‘one best way’ orientation of the previous management paradigm. Public value management calls for relevant stakeholders to collaborate effectively to solve societal problems. Unlike NPM, public value focuses on the collective aspirations of society (O’Flynn, 2007). Moore (1995) argues that the role of public sector managers is to create value for society. Moore’s strategic framework concerns three domains that must be aligned to each other: (1) recognizing the public value an organization seeks to produce; (2) the ‘sources of legitimacy and support’ that are relied upon to authorize the organization to take action; and (3) the resources necessary to sustain the effort to generate that value (Mazzucato & Ryan-Collins, 2019). Figure 1 illustrates the strategic triangle.

The focus of the strategic triangle is on public sector managers to guide their actions and activities. It is significant for public managers to be specific about the goals they seek to achieve, canvass support from relevant actors, and tap resources to achieve their goals (Moore & Khagram, 2004). From the public value literature, two schools can be found. First, Moore’s proposition of public value management as a practical guide for public managers, and second is the Bozeman normative proposition of public value (Ćwiklicki, 2016). Since Moore’s seminal paper, the concept has been ‘extraordinarily popular’ (Rhodes & Wanna, 2007) and numerous schools have written on it. However, it was criticized for its undemocratic nature of giving political power to unelected service managers (Rhodes & Wanna, 2007).

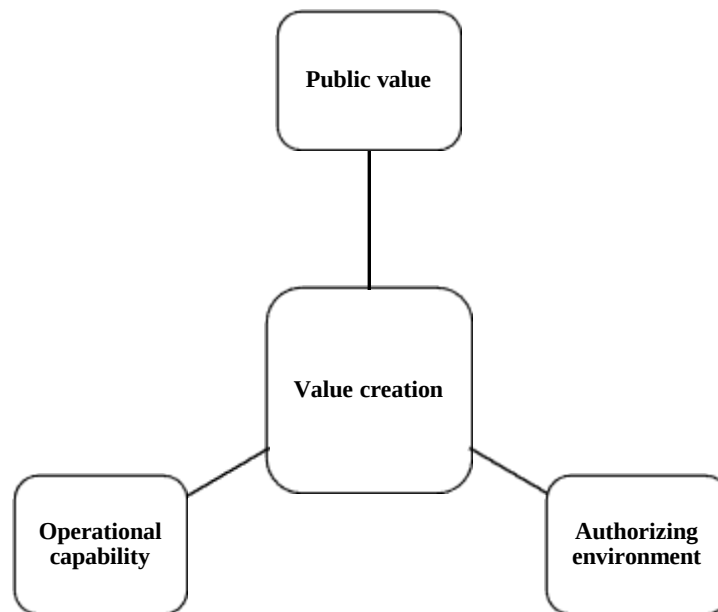


Figure 1. Strategic Triangle Moore (1995)

3. Research Method

This paper investigates the paradigmatic shift in public administration and determines if the ‘Public Value Management’ represents a new paradigm in the field of public administration. The study followed a historical approach to provide an accurate description and analysis of the current state as well as predicting its future course. Data for this study has been collected through a primary scoping of the literature on public administration. Database searches were conducted in the web of science, Social Sciences Index, SCOPUS journals, ISI Social Sciences Citation Index, and Google Scholar. Employing and searching the terms ‘public administration’, ‘paradigms in public management’, ‘public value’, ‘public value management’ ‘e-Government’, and ‘public sector management’ in conjunction. Research articles, policy documents, and working papers were selected based on relevance for in-depth analysis.

4. Findings And Discussion

It can be argued that public value represents the future of public administration. The idea of public value management offers an inspirational viewpoint on the function of public sector organizations (Benington, 2009; Moore, 1995) and a productive substitute area of study to better comprehend public sector management (Cordella & Bonina, 2012). Moore’s idea has gained prominence among scholars, service managers, and practitioners alike. The core idea of public value management centers on the strategic triangle which encompassed three factors that must be aligned with each other (e.g. see figure 1).

This study shows that public value is not only an emerging paradigm in public administration but also the future. The study also found out that public value is the next big thing for governments aiming to deliver better public service. These findings are corroborated by a plethora of scholars (Benington, 2009; Bojang, 2021; Cordella et al., 2018; Hartley et al., 2017; Jørgensen & Bozeman, 2007). Others hailed public value as ‘the next big thing in public administration’ (Talbot, 2009). It helps to deliver better public service that meets the expectations of citizens and at the same time enhances democratic governance. Historically, public administration has been criticized for failing to create value for society. The traditional public management paradigms create value in terms of efficiency in the production process. Public value approaches public administration to reframe public management paradigms, shifting the focus from cost efficiency to achievement of broader socially-expected outcomes. To meet societal needs, public administrations have to better understand what is socially expected and vigorously respond to changes in social expectations.

Despite its global popularity, public value remains elusive and devoid of clarity. Moore himself avoids discussing competing value approaches explicitly in public administration. Bozeman (2019) understands Moore’s idea as a ‘managerial’ approach to public value, and he approaches it from a ‘normative perspective’, in that the notion of the public value is first and foremost about the content of values held by citizens and political actors. However, both frameworks overlap at certain points and diverge at others.

5. Conclusion

The field of public administration has gone through a plethora of paradigm changes. The frequent shift in paradigms has raised some probing questions among scholars of public administration. This study is significant as it demonstrates public value as the next phase of public management. The competing models and paradigms indicate the growth in administrative studies—which enhances empirical and theoretical improvement in the field. The public value paradigm challenges previous management paradigms which focus on efficiency of administration and individual needs. The new paradigm goes beyond this narrow definition of government role to seeking the collective good for society. Public value reformulates the governance structures and clearly defined the role of both government and citizens in co-designing and implementation of quality public services. Public value supporters recognize the unique dichotomy between the public sector and the private sector. These features are summarized in Moore’s (1995) strategic triangle concept where he deliberates on the importance of aligning the authorizing environment, operational and administrative capabilities, and values, objectives, and mission to create public value. Overall, this study contributes to the literature and theoretical development of public value—the next big thing for governments aiming to deliver quality public service.

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Price Discounts and Fashion Involvement to Increase Online Impulsive Buying: Study Among Teenagers at Yogyakarta

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Abstract

This study aims to examine the relationship between discount prices and fashion involvement with impulse buying. The self-administrated questionnaire was developed from the literature administered to 135 female teenagers in Yogyakarta. Multiple regression analysis was used to examine the relationship between discount prices and fashion involvement in impulse buying. The results showed a significant relationship between discount prices and price involvement with impulse buying among teenagers. This study provides valuable insights into teenage impulse buying behavior in an online setting, especially Shopee marketplace, with integrated price discounts and fashion involvement as the antecedent

Keywords: Price Discounts, Fashion Involvement, Online Impulsive Buying, Marketplace

How to Cite:

Ranto, D. W. P., Hariningsih, E., Prasetyanto, W. E. and Oktafiani, D. M., (2021). Price discounts and fashion involvement to increase online impulsive buying: study among teenager at Yogyakarta. *International Journal of Business, Management and Economics*, 2(4). 239 - 250. DOI: <https://doi.org/10.47747/ijbme.v2i4.408>

1. Introduction

The online marketplace has experienced very rapid development. The growth of the online retail market shows that many new retailers are planning to participate in an online marketplace (Lo et al., 2016). Although the entry of online retailers into the marketplace will create much competition in each segment. Understanding consumer online behavior becomes crucial for online retailers, increasing their competitive advantage to increase profits.

In this era of accelerated growth in e-commerce, the expansion of cellular networks has changed marketing patterns and consumer behavior. Mobile devices enable marketers to give consumers the pleasure of shopping and offer promotional campaigns through various applications at any time. Thus, consumers can shop anywhere and anytime they want online. It results in impulsive buying behavior that causes consumers to be more frequent and buy

(Chen & Yao, 2018). Study of Nelson state that eight out of ten consumers in supermarkets purchase a item unplanned and one of five consumers baskets, contain impulse of impulse product (Cheng et al., 2013). Impulse buying is a condition when a consumer experiences a sudden, strong, and persistent desire to buy something immediately. Impulse buying is related to positive emotions (hedonists, rewards, etc.) and negative emotions (bad mood, stress) (Youn & Faber, 2000). Impulse buying is also related to reduced self-control (Vohs, K.D. and Faber, 2007), low self-esteem, can contradict long-term goals (save money) and produce satisfaction but also regret and guilt (Rook, 1987).

Madhavaram & Laverie (2004) provide an argument for buying stimuli by displaying eye-catching big titles by providing information on price reductions. Lo et al., (2016) also said that the discount price is one of the stimuli of sales promotion to produce impulse buying. Park et al., (2006) revealing other stimuli in the form of fashion involvement, which is a form of positive emotion to produce impulse buying.

Palan et al., (2010) revealed that adolescents are learning to become consumers and learn to achieve autonomy so that it is a specialized market segment because of their spending abilities. For teenagers, shopping is a form of entertainment, so they can be targeted by various marketing stimuli when they shop. People who are more vulnerable to emotional or affective state experiences will make impulsive buying faster (Dholakia, 2000). Muratore (2016) said that adolescents have the characteristics of a financial budget that does not bear fixed costs (house rent, tax fees, electricity, etc.) or routine variable living costs such as food, which are characteristic of the adult age group. Therefore, impulse buying in adolescence is an issue that requires further understanding of this phenomenon.

More specifically, this study studies the impulsive buying behavior among adolescents with influencing factors related to discounts and fashion involvement. Muratore (2016) revealed that impulsive buying and price stimuli are interrelated constructs. Whereas fashion-oriented impulse buying is strongly related to fashion involvement (Park et al., 2006). A study conducted by Han et al, (1991) expressed that fashion involvement can encourage fashion-oriented impulse buying by providing sensory cues or experience of fashion products. Nevertheless, there is still no research that combines these two stimuli in one study for the context of phenomena among adolescents.

The paper was organized by revealing the literature review on impulsive buying, price discounts, fashion involvement, discussion, managerial and theoretical implications, and further research suggestions.

2. Literature Review

2.1 Price Discount

Price discount is one strategy that companies can use to compete in the future and maintain the store's image and form a positive image in the minds of consumers (Noor, 2020). Price discounts are not only helpful in attracting consumers but can also increase the number of company consumers. The increasing number of consumers certainly provides benefits for the company. This is the target of every company, which has made the company exist for a long time.

The company gives a discount price in a certain period and increases the sale of a product (Xu & Huang, 2014). Discount price can be offered as a reduction in terms of the percentage of the original price. Discounts are an extra incentive for consumers to take action or pay attention to the products offered. In other words, the size of the discount can encourage

consumers to make a purchase. As has also been described by (Chen et al., 2012), a price Discount is a price reduction from the price list set by business people in a certain period. Price discounts can be offered as a reduction in the percentage of the original price, and there is also the use of Price Discounts for various product categories (Gauri et al., 2017).

In another definition, it is explained by (Waani & Alfa Tumbuan, 2015) that a Price Discount is a price reduction from the price that the company has set within a certain period. In determining the discount price, business actors must have a strategy so that the discount provided is not detrimental and can attract buyers and passers-by (Waani & Alfa Tumbuan, 2015). To support the Price Discount is an indoor product planning activity to influence potential consumers to buy the products being sold. Product arrangement must be considered, starting from arrangement based on type, color, brand, and strategic location, to create a consumer desire to buy. This is what needs to be considered for the success of the price-cutting strategy.

2.2 Fashion involvement

Involvement is the motivation generated by a particular stimulus or situation and is shown through appearance characteristics (Ghour, 2014). Involvement is a motivational state that drives and directs consumers' cognitive processes and behavior when they make decisions. If involvement with a product is high, consumers will experience more robust responses such as strong emotions and feelings.

In marketing, fashion involvement refers to an interest in a fashion product category (such as clothing). Fashion involvement is used to predict behavioral variables related to clothing products, purchasing behavior, and consumer characteristics (Gunawan & Sitinjak, 2018). According to (Ghour, 2014) fashion involvement in clothing is closely related to personal characteristics, affecting consumer confidence in purchasing decisions.

Fashion involvement is the level of consumer consumption of clothing needs related to interactions between individuals as a social activity (Setyawati et al., 2018). Shopping is an activity that is often done by people, both young and old, to support their appearance or as an identity and is related to fashion. While fashion is an inseparable part of daily appearance and lifestyle; besides that, fashion can also be a small window about one's self for others (Andani & Wahyono, 2018). Fashion involvement has a high correlation with impulsive buying behavior, so that consumers will purchase clothing impulsively with the latest models and designs (Kopral & Çalik, 2015). Also, the involvement of the model can affect a person's positive emotions.

2.3 Impulsive buying

Impulse buying is an essential aspect of consumer behavior and a vital concept for retailers (Wahyudi, 2017). Consumers often make a purchase decision without a prior plan, where the purchase is made spontaneously because consumers are interested in the existence of price discounts and sales promotions. As well as the presentation of attractive goods, thereby generating consumer interest to buy.

Impulsive buying is a spontaneous decision that occurs suddenly and immediately before purchasing a product or service (Setyawati et al., 2018). Impulsive purchases can also be explained as purchases that occur when consumers see a particular product or brand, then become interested in getting it, and usually because of the new stimuli from the store (Suhud & Herstanti, 2017; Lo et al., 2016). Impulsive or unplanned purchases are other forms of consumer purchasing patterns; according to the term, the purchase is not specific (Ahmad,

2011). Two factors can influence impulse buying behavior, namely, internal and external factors. According to (Xu & Huang, 2014), the interior elements of impulse buying behavior are the internal cues of consumers and the personality characteristics of consumers, where the inner impulse buying impulses refer to stimuli that are controlled and carried out by consumers themselves. Internal stimulation in this study is fashion involvement.

Impulsive buying intentions represent behavioral intentions, and impulsive traits represent traits. Chen & Wang (2016) considers impulse buying as, and decision making is done immediately. Consumers with this trait have more frequent and intensive impulse buying intentions. Consumers like this make decisions using unplanned thinking, tend to be careless, often followed by inner emotional situations. Consumers with high impulsivity have more impulse buying intentions than those with low impulsivity. This type of consumer is weak-willed. Compared to consumers with low impulsivity. Consumers with high impulsivity can easily relate external information to internal emotions and ultimately lead to impulse buying (Wahyudi, 2017). Therefore, this study assumes that high-impulsivity consumers have more purchase intentions than low-impulsivity consumers in an online context.

2.4 The effect of a price discount and Fashion Involvement on impulsive purchases

One indicator of promotion is the price discount (Lo et al., 2016). The higher the level of publicity, the higher the impulse buying decision. This statement is supported by research conducted by (Xu & Huang, 2014), which states that giving discounts has a positive and significant effect on impulsive buying variables. The same result is also explained by (Gauri et al., 2017) that providing price discounts has impacted impulsive buying variables. Suhud & Herstanti, (2017) revealed that consumers buy products that were not planned due to attractive product descriptions, price discounts, and sales promotion girls created by the store environment. Based on the story above, in this study, the proposed hypothesis is:

H1: Price discount has a positive and significant influence on impulsive purchases

Fashion Involvement is the level of interest that is manifested from one's involvement in various matters in fashion or fashionable clothing. Fashion involvement is the level of consumer consumption of clothing needs, which are seen as related to interactions between individuals as a social activity (Sundström et al., 2019). Based on research conducted by (Andani & Wahyono, 2018), fashion involvement has a significant influence on impulsive purchases with a total impact of 60%, and fashion involvement has the most considerable effect on impulsive purchases. The same result is also explained by (Kopral & Çalik, 2015; Liang, 2012), demonstrating that Fashion involvement has a positive and significant influence on impulsive purchases. Based on the description above, in this study, the proposed hypotheses are:

H2: Fashion involvement has a positive and significant impact on impulsive purchases

3. Research Method

3.1 Data

This study aims to examine the relationship between discount prices and fashion involvement in impulse buying. This study uses quantitative methods. This method is very useful in understanding the relationship between variables.

Sampling in this study used convenience sampling with 135 respondents. The study population was female teenagers (aged 17-27 years) who live in Yogyakarta, who make purchases at the Shopee marketplace. Samples taken are those who made purchases at least 2 times during the last three months.

Price Discounts are interpreted as a reduction in the price that must be paid for certain products, which apply for a certain period (Waani & Alfa Tumbuan, 2015). Indicators used to measure Price Discounts are; frequency of giving discounts, types of discounts, and the number of discounts provided (Kotler & Armstrong, 2016). Fashion involvement is defined as individual perceptions and awareness related to clothing (Jun et al., 2010). Furthermore, the factors that influence fashion are 1) product involvement, (2) purchase decision involvement, (3) consumption involvement, (4) advertising involvement (O, Cass, 2000). According to Maymand and Ahmadinejad (2011) Impulsive Buying, impulsive buying is a complex, spontaneous, and sudden behavior in a speedy decision-making process, ignoring rationality and accuracy about the details and choices. Indicators to measure impulsive purchases are (1) being unintended or unwanted, (2) being unreflective, and (3) spontaneous or sudden (Jones et al., 2003). All Variable measurements using seven adjective bipolar scales.

3.2 Multiple Linear Regression Analysis

Data analysis in this study used multiple regression analysis. According to (Hair et al., 2019), Multiple regression analysis describes the relationship between dependent variables and more than one independent variable. Regression equation in this study:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Information:

Y = impulse buying

X₁ = discount prices

X₂ = fashion involvement

a = constant value

b₁, b₂ = the coefficient number of each variable X

e = error

3.3 Simultaneous Testing (Test F)

Simultaneous regression analysis (Test F) was conducted to prove the research hypothesis the significant effect of the independent research variables together on the dependent variable.

The testing criteria are as follows:

Ho is accepted: sig F > 0.05 and F count < F table.

Ho is rejected: sig F ≤ 0.05 and F count ≥ F table.

Ho: There is no effect of discount prices and fashion involvement simultaneous against impulse buying.

Ha: There are effects of discount prices and fashion involvement simultaneous against impulse buying.

3.4 Partial Testing (T Test)

The regression analysis of the partial test of each independent variable on the dependent variable can be explained by using the t test. According to (Hair et al., 2019), the testing criteria are Hypothesis testing with t test, namely testing the hypothesis of variable X on variable Y partially or one by one. The test criteria are as follows:

Ho is accepted: $\text{sig } t > 0.05$ and $t \text{ count} < t \text{ table}$.

Ho is rejected: $\text{sig } t \leq 0.05$ and $t \text{ count} \geq t \text{ table}$.

Ho: There is no influence of discount prices and fashion involvement partially against impulse buying.

Ha: There are influences of discount prices and fashion involvement partially against impulse buying.

4. Findings and Discussions

4.1 Instrument Testing Results

The validity test in this study uses Pearson correlation. While to measure reliability is to look at the value of Cronbach's Alpha (α), where the instrument is declared reliable if the value of Cronbach's Alpha (α) ≥ 0.6 .

Table 1. Validity and Reliability Test Results

Variable	Statement Items	Validity		Cronbach's Alpha
		r_{value}	r_{table}	
Price Discount	X1.1	0.799	0.1427	0,893
	X1.2	0.753		
	X1.3	0.771		
	X1.4	0.787		
	X1.5	0.720		
	X1.6	0.754		
	X1.7	0.649		
	X1.8	0.621		
	X1.9	0.748		
	X1.10	0.554		
Fashion Involvement	X2.1	0.699	0.1427	0,911
	X2.2	0.689		
	X2.3	0.636		
	X2.4	0.814		
	X2.5	0.690		
	X2.6	0.784		
	X2.7	0.767		
	X2.8	0.800		
	X2.9	0.776		
	X2.10	0.814		

Impulsive	Y.1	0.595	0.1427	0,879
Buying	Y.2	0.775		
	Y.3	0.534		
	Y.4	0.785		
	Y.5	0.807		
	Y.6	0.742		
	Y.7	0.623		
	Y.8	0.827		
	Y.9	0.717		

The table above shows that the statement items of all variables are declared valid because r_{value} is greater than r_{table} . In addition, all variables are also stated to be reliable because *Cronbach's Alpha* is greater than 0.6.

4.2 Hypothesis testing

Hypothesis testing is done using multiple linear regression. The results of multiple linear regression tests can be seen in the following table:

Table 2 Results of Multiple Linear Regression Analysis

Variabel	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.470	0.842		1.741	0.082
Price Discount (X_1)	1.177	0.030	0.864	24.089	0.000
Fashion Involvement (X_2)	0.132	0.042	0.205	5.130	0.000
F-Hitung	246,073				
Sig. F	0,000				

$$t_{\text{table}} = 0.67635$$

Based on the results of the multiple regression model testing, which states the effect of price discount and fashion involvement on impulsive buying, it can be expressed by the following mathematical formula:

$$Y = 1.470 + 1.177 X_1 + 0.132 X_2$$

Based on Table 2 above, it can be summarized that hypothesis 1 is accepted (t_{value} is 24.089 and p-value is 0.000). That means that Price Discount has a significant and positive effect on Impulsive Buying. Furthermore, hypothesis 2 also supported (t_{value} is 5.130 and p-value 0.00). That means that Fashion Involvement significantly and positively influences Impulsive Buying. According to the coefficient in multiple regression, we can conclude that price discount and fashion involvement have positive value. This means that the more discounted prices and the higher the involvement of fashion, the more impulse buying behavior increases.

While based on Table 2, the results of the F test above, the F test statistical value is 246,073 and a significance value of 0.000. So that the significance value of 0.000 is less than 0.05. Thus it can be concluded that the independent variables price discount (X1) and fashion involvement (X2) together have significant and positive effects against the impulsive buying (Y). this means that the better the price discount and fashion involvement will improve impulsive buying.

4.2 Discussions

the hypothesis test results above show that price discount significantly and positively influences impulsive buying. This means that the more frequent or high price discounts will further enhance the occurrence of impulsive purchases. The findings of this study are in line with the results of previous studies (Lo et al., 2016; (Xu & Huang, 2014) (Gauri et al., 2017)(Suhud & Herstanti, 2017). This further confirms that discounted prices can immediately provoke purchase intentions (even purchasing decisions) (Mohammad Mahmoudi Maymand & Ahmadinejad, 2012). These spontaneous and unplanned purchases are the main characteristics of impulsive buying (Jones et al., 2003). If they first wanted to look at products in an e-catalog of an online store, they spontaneously decided to buy the product once they saw exciting information, which is in the form of a discount. This discount is an external factor that causes Impulse Buying as intended by (Xu & Huang, 2014). This finding can be important information for online sellers who display their products in the Shopee market, especially for products intended for young women. By giving a variety of discounts on the products they sell, it is possible to enhance the possibility of impulsive buying.

Fashion involvement also found a significant and positive impact on impulsive buying($t_{\text{value}} = 5,130$ and significance level 0,000). That means that H2 is supported. This means that the higher the fashion involvement of the buyers will enhance the possibility of impulse purchases. These findings are consistent with an earlier study (Park et al., 2006) that found fashion involvement having the most significant effect on impulse buying. The findings of this study are in line with the results of previous studies (Sundström et al., 2019) (Andani & Wahyono, 2018); (Koprul & Çalik, 2015); (Liang, 2012). This is an important note for sellers who sell their products online, primarily through the Shopee marketplace. To increase sales through an impulsive buying process, sellers must create and increase fashion involvement from consumers.

Fashion involvement depends on how important clothes are to someone. Thus, efforts to increase fashion involvement can be focused on efforts to deliver information that gives an emotional touch to the prospective consumer about how important and attractive the product offered to her. Consumers who have a high level of involvement in a product tend to spend more time in the store and interact with the product to be bought (Sigit et al., 2016) (Sigit et al., 2016). High involvement of the fashion reflects the interaction and experience towards fashion products. The involvement of fashion will build positive emotions and makes consumers tend to shop hedonistically. This is an important note for sellers who sell their products online, especially through the Shopee market place. To increase sales through an impulsive buying process, sellers must be able to create and increase fashion involvement from consumers.

5. Conclusion

The study examined the relationship between price discounts and fashion involvement to the impulse behavior of teenagers in Yogyakarta. Overall, the result supports the concept of the impulse buying model. Based on these results can be made some theoretical and practical implications. Related to price discounts, the results of this study can provide advice so that sellers in shopee market share can provide a variety of discount offers, especially for relatively cheap products. This is done because this type of product has a price-sensitive market segment, so discounts are expected to improve impulse behavior. However, discounted prices should be done carefully. (Raghubir & Corfman, 1999) discovered that promotional tactics can be detrimental to store owners, as buyers may believe decreased pricing indicates poor product quality. When the discount is too significant, people lose interest in making a purchase. Additionally, conducting promotional efforts frequently lowers its attraction, leading consumers to doubt the product's quality (Bell et al., 1999).

Implications for the owner/manager of fashion stores in Shopee related to the support of fashion involvement is needed attention to the emotional side of consumers. Shopee is a marketplace that identifies with female consumers. It is, therefore, suitable for the sale of fashion products whose tendencies are favored by women. Fashion involvement depends on how important clothes are to someone. Thus, efforts to increase fashion involvement can be focused on efforts to deliver information that gives an emotional touch to the prospective consumer about how important and attractive the product offered to her. Owners/sellers of fashion products in Shoppe need to improve their Shopee sales account management capabilities in order to be able to create an attractive description of their fashion products along with product usage videos, in addition to increasing the ability to understand products and provide advice to buyers regarding certain fashion styles. The research is on the Shopee teenager consumer marketplace, which is identical to female consumers. Future studies can explore other marketplaces to emphasize and expand the study of price discounts and fashion involvement.

This research focuses on a teenager who lives in Yogyakarta. Future research can be developed in various cities with more diverse characteristics to obtain a more specific and complete picture of the phenomena examined in this research. This study selects respondents in the teenage category of about age 17-27 years. Future studies may be developed into an age range above that age range to see the extent of the effects of this study on a more mature age range.

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Research on Factors Affecting Customers' Shopping Behavior on E-Commerce Exchanges during the Covid-19 Pandemic

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Abstract

The article's objective was to investigate the factors that affected customers' shopping behavior on e-commerce exchanges during the COVID-19 pandemic in Da Nang city. During the pandemic, in-store purchases are extremely difficult, and further research into e-commerce issues will attract more customers to online stores, and e-commerce platforms will become more common. Because of this, research is being conducted in order to address the aforementioned issues. In our research, we utilize qualitative research to build up hypotheses. A structured questionnaire with five-point Likert scales was distributed among 203 participants in Da Nang city (students, housewives, freelance businessmen) in order to collect data for the quantitative research. The analysis technique, first is to test the reliability and validity of the instrument used, then the EFA discovery factor analysis, Pearson correlation and multiple regression analysis are performed. The research reveals that four variables influence buying on e-commerce exchanges: Payment method, Convenience, Trust factor, and Product variety, in which Payment method having the most impact. The study is important for e-commerce firms to improve their sales strategies in order to better fulfill the demands of their customers throughout the Covid-19 pandemic.

Keywords: Customer Behavior, E-Commerce, Online Shopping, Payment Method, Covid-19

Tan, T. L., Hieu, P. T., Van, N. T. T., Linh, D. T., Hung, N. N. P., Duyen, D. T. M. (2021). Research on Factors Affecting Customers' Shopping Behavior on E-Commerce Exchanges During The Covid-19 Pandemic. *International Journal of Business, Management and Economics*, 2(4). 251 - 269. DOI: <https://doi.org/10.47747/ijbme.v2i4.440>

1. Introduction

The outbreak of COVID-19 affects a lot of people's health but also affects many other areas of our country in particular, but also the world in general, especially: medical, social, and economic (Nguyen, 2020). Worldwide, more than 219 million people have been infected (World Health Organization, 2021), and it is increasing as more dangerous new variants appear. Overall, COVID-19 has wreaked havoc on the world economy, jobs, and social relationships between people. As a result, poverty and inequality are increasing globally, especially in the least developed and developing countries (UNDP). According to the report of the Ministry of Health - Department of Preventive Medicine (2020), the epidemic has

caused world trade and commerce, education, and other activities to stall. Especially in terms of economy, supply chains are broken, trade activities are stopped and transportation is limited. Since then, blockade measures to control the epidemic have been enacted in many countries.

Not except other countries, Vietnam is also affected by the COVID-19 epidemic. With a total of 624,000 infections, the economy's production and business activities have stalled (World Health Organization, 2021). According to the statistics of the first quarter of 2020 showing that the economy was badly affected with GDP growth at the lowest rate in a decade, most of the important industries experienced a decline in growth, employment, and growth, seriously affecting income. Almost all sectors of the market were affected and declined, including the e-commerce sector.

E-commerce has become a popular and growing shopping method in the world in recent years, especially in Vietnam, as an emerging e-commerce market in Southeast Asia (Choi & Mai, 2018). This is shown by the fact that there are many large e-commerce exchanges opened such as Shopee, Lazada, Tiki, or the increasing number of consumers shopping. According to statistics, Vietnamese people participate in online shopping with the highest rate (41%), compared with the average of Southeast Asia about 36%, Indonesia and the Philippines with 37%, Malaysia with 36 %, Singapore and Thailand with 30% (Anh, 2021). All figures are positive for the e-commerce sector. In addition, this sector is still subject to certain impacts of the COVID-19 epidemic in Vietnam. Distance orders, blockade orders, and travel restrictions greatly impact the supply chain between buyers and sellers and the source of goods. Income and consumption demand also changed a lot during the COVID-19 pandemic. It comes from the fact that productive labor activities in society have been halted and revenue sources have been cut off (Pham, 2020).

Da Nang is one of the major commercial centers of Vietnam, so the COVID-19 epidemic also affects large and small sales establishments. The issuance of distance orders and city-wide blockade orders make it more difficult to choose products or shop directly at the point of sale. Leading to shopping through an e-commerce platform will be a completely new option to satisfy the shopping needs of customers in this case.

According to a study by Neger & Uddin (2020), the study of factors affecting internet shopping behavior is an urgent task during the COVID-19 pandemic, through assessing the influence of seven factors. And product factors, time-saving factors, payment factors, administrative factors, and psychological factors are strongly related to consumers. Research also shows that the work of understanding and uncovering issues related to e-commerce will attract more customers to online shops and e-commerce will become more popular.

From the above issues, the study of customers' shopping behavior will help determine the factors affecting consumers when choosing to buy products, and learn about customers' habits when using e-commerce platforms. Thereby, businesses in Da Nang will have foresight, better understand the desires of consumers to come up with appropriate strategies, support, and serve customers better during the epidemic.

2. Literature Review

2.1 Customer behavior

In the book "A Theory of Behavior in Organizations" (Naylor, Pritchard, & Ilgen, 2013), behavior is defined here as an "ongoing act" or process. In the study (Kuester, 2012)

considers consumer behavior as the study of individuals, groups, processes, and organizations they use to secure, select, and arrange experiences, products, services, experiences, or ideas to satisfy the consumer and society.

(Kotler ,2012) found that there are four basic types of behavior: technical behavior, instinctive behavior, intellectual behavior, and responsive behavior. Research on consumer behavior is the analysis of psychological factors, motivations, behaviors, ... that directly affect the actions, frequency, and preferences of customers in choosing and consuming used products and services. Some distinct characteristics reflected in the consumer behavior can be mentioned as to how customers evaluate a brand or a certain product. How customers compare different brands. Objective factors influence the decision on consumer behavior. How consumers approach advertising campaigns. Consumer behavior is influenced by three types of factors. The first is personal factors; demographics can influence an individual's interests and opinions (age, gender, culture, so on). The second category is psychological factors, such as reflexes. The way a person reacts to a marketing message is determined by their perceptions and attitudes. The third variables are social: family, friends, education, social media, income, all of them having an impact on the behavior of consumers (Luu, 2021).

2.2 Types of online purchasing consumers

Consumers can randomly choose any channel they like without any rules. What all online customers have in common is that they use a search engine at some stage in the shopping process. A joint study between Google and Shopper Sciences conducted in 2012 found that 50% of buyers use search engines before making a purchase decision. There are 6 typical customer groups with 6 different approaches to online shopping (Stokes, 2014):

The first group is the "Basic" buyer group. This group has always had the comfort and freedom of online shopping. They use a variety of search engines, including retail and brand websites. These people rarely access social networks and rarely use mobile devices. (Stokes, 2014)

The second group makes up 22 percent of buyers, known as "Retails Scouts". The characteristic of this group is that they make purchasing decisions very quickly, usually making a purchase decision within three steps. They are likely to use mobile devices such as phones and tablets, and they prefer to use search and retail sites (Shopee, Lazada) rather than brands' websites. (Stokes, 2014)

The third group of customers, at a rate of 20 percent, who are called "Brand Scouts" make decisions very quickly but rely heavily on searching and researching. The other thing here is that they prefer to use brand websites over retail sites. Their purchasing decisions are not based on price, but more on perks like Freeship or money-back guarantees. (Stokes, 2014)

The fourth customer group is the "Digitally Driven Segment". Only 16 percent of customers are mobile-enabled and heavily dependent on social media. This group is very important for convenience in shopping and do not want to go to the store to shop directly, they are very easy to receive and access the ads, their ad reach is 30% higher than other groups of customers. other goods. (Stokes, 2014)

The fifth group of customers often spend a lot of time shopping online on e-commerce platforms. They are called "Calculated Shoppers" - people who scrutinize all their choices very carefully. They don't rush into a decision because they want the best deal and take an

average of 14 buying steps. This group often uses the search engine and is very interested in advertising, discounts, and special announcements. (Stokes, 2014)

The last group is a small group, making up only 2 percent of buyers who are "Eternal Shoppers". It usually takes them up to 35 steps to make a purchase decision. This team will research their deals on virtually every news channel and search engine. Thereby to get the best advice and knowledge about the product to buy, as well as the value of the transaction. (Stokes, 2014)

2.3 E-commerce

E-commerce is defined as the process of purchasing, selling, transferring, serving, or exchanging items, services, or information through computer networks such as the Internet (Turban et al, 2008). Concepts called electronic market, virtual market, e-commerce, or e-business are a form of buying and selling goods and services through computer networks around the world. It is the process of virtual transactions through the transmission of data between electronic devices, through distribution policy. The relationship between the supplier and the customer is established online. E-commerce contributes to increasing the competitiveness and technology deployment as well as the marketing communication ability of the participants. E-commerce is the use of technology to automate and change the buying and selling process between suppliers and customers (Chaffey, 2007).

E-commerce processes include internal business processes (electronic market, e-commerce); and external processes (electronic market, e-commerce). For Vietnam as well as other countries in the world, e-commerce is considered as a driving force for the development of technology as well as an economic field; This is also a key industry and contributes to the world's economy (Chaffey, 2007). E-commerce has really been prominent and booming in Vietnam since 2015, commercial sites and the number of transactions on e-commerce sites have steadily increased since then. However, the number of online sales in Vietnam is still not high and sellers and customers are still limited from websites (Nguyen & Khoa, 2019).

2.4 The impact of shopping affected by Covid-19

The COVID-19 pandemic is a huge challenge to economies all over the world. Simeon Siegel, managing director at BMO Capital Markets, told Retail Dive in an interview that "Right now it's very unclear how long this impact will be — not only because we don't know the duration of the virus but because there's a latent fear that's emerging as well. The longer the impact, the more lingering the fear, and the more evolution there will be of consumer processes (Howland, 2020). With the increase of internet penetration, payments and delivery have made buying online all around. In addition, COVID 19 has made online purchasing even more enticing in view of the limited conditions.

COVID-19 has affected consumer behavior in five key ways, some of which will have a lasting impact. The first one is the shift to value and essentials. Many consumers globally intend to shift their spending largely to essentials, such as grocery and household supplies and cut back on discretionary categories. Secondly, flight to digital and omnichannel. In markets that had high online conversion rates before the pandemic (e.g., UK and the US), e-commerce continues to grow across all categories. Thirdly, a shock to loyalty. For certain products and brands, COVID-19 caused supply-chain disruptions, leading consumers who couldn't find their preferred product at their preferred retailer to change their shopping behavior, including trying different brands and stores. Across the globe, the value was the main driver for consumers trying a new brand or place to shop. Fourthly, health and a

“caring” economy. Across countries, survey respondents say they buy more from companies that have healthy and hygienic packaging and care for their employees. The actions that businesses take during this pandemic are likely to be remembered for the long term. Last but not least, the homebody economy. In most countries, more than 70 percent of consumers don’t yet feel comfortable resuming their “normal” out-of-home activities. While many consumers plan to go out for grocery shopping and socializing with friends, they are staying away from travel and crowded spaces (Arora et al, 2020).

2.5 Factors affecting customers' shopping behavior on e-commerce and hypothesis

- **Convenience:**

Customers may shop online twenty-four hours a day, seven days a week at online retail businesses. Busy customers may see the time commitment required to make a purchase at a typical retail store as a disadvantage (Verhoef & Langerak, 2001).

Convenience is frequently addressed in relation to the variety of goods and services available. (Darian et al, 2001) defined five categories of convenience for in-home purchasing: reduced shopping time, time flexibility, saving the physical effort of visiting a traditional store, reducing annoyance, and offering the chance to engage in impulsive buying, or immediately reacting to advertising.

H1: Convenience has a positive effect on E-commerce shopping behaviours.

- **Psychology:**

Psychological variables, in general, operate as motivators for people. Motivation, vision, knowledge, and attitudes are the four major parts of the psychological factor. Consumers make purchasing decisions based on perception, attitudes, motivation, personality, and emotion, all of which play a role in their online purchasing behavior (Smith and Rupp, 2003). Internal elements such as motivations, emotions, personality, and attitudes have the most impact on a consumer's buying decision (Neger & Uddin, 2020). Individual perceptions may differ from one another. People's selection criteria are influenced by their personal perceptions. Perception is the process through which people think about and see the world, drawing a meaningful image from the data provided by their sense organs. People choose and select specific products based on their perceptions, and they are impacted by it (Lake, 2009). Consumers' opinions on music, clothing, food, and other topics may have differed. An individual's attitude has an impact on their purchasing decisions. Only when consumers' sentiments toward potential products or services are favorable do they make a purchase. Marketers must ensure that their products or services have a favorable impression on customers (Durmaz, 2014)

H2: Psychology has a positive effect on E-commerce shopping behaviours.

- **Trust:**

Trust inside the context of online buying is the willingness to accept vulnerability (risks) from online retail websites after obtaining knowledge about them (McKnight et al, 2002). According to research, customer trust in one retail website is an essential element that influences buying intention. One of the most crucial aspects of internet purchasing is security. Because e-commerce sites collect increasing volumes of information and data about their consumers, the issue of security appears to be more pressing than it was previously (Pinto et al, 2009). In online shopping, people online contact suppliers instead of direct touch in online

purchasing, therefore there are several potential dangers: Economic risks (loss of money), risk from sellers, risk of privacy (personal information can be unlawfully exposed), and danger of security (credit card information can be stolen) are among the risks that online customers may face (Ratnasingam & Pavlou, 2003).

H3: Trust has a negative effect on E-commerce shopping behaviours.

- **Payment method:**

The payment options available have a direct impact on online purchase habits. When it comes to payment trends, many markets are known for their extensive use of cash. In many countries, cash on delivery is the most popular way of payment, for example, Czech Republic accounting for 45 percent of all transactions. However, this raises additional costs for sellers who face late payment, which is only accepted upon delivery. Businesses have realized that customers have a need to pay by card to make online purchases more convenient (Svobodová, 2020). They need an E-payment system. E-payment system is a type of electronic payment system that allows consumers to conduct money transfers anywhere. Besides, the E-payment system also has the M-payment system that allows mobile users to conduct worldwide transactions using their mobile device and communication technology with an internet connection (Dahlberg et al, 2006).

H4: Payment method has a positive effect on E-commerce shopping behaviours.

- **Product variety:**

Product variety is defined as the quantity and range of brands or goods supplied by a provider are referred to as (Wilson, 2019). The research found that the availability of product information on websites is a crucial feature affecting consumers' option of buying online. Using a sophisticated search engine, consumers may purchase higher-quality items at a reasonable price from a larger range of retailers (Balasubramanian et al, 2005).

The greater the variety of products available online, the greater the demand for product information. This may lead to more rational purchasing decisions and a better degree of pleasure (Sin & Tse, 2002).

H5: Product variety has a positive effect on E-commerce shopping behaviours.

Conceptual Framework and Hypotheses

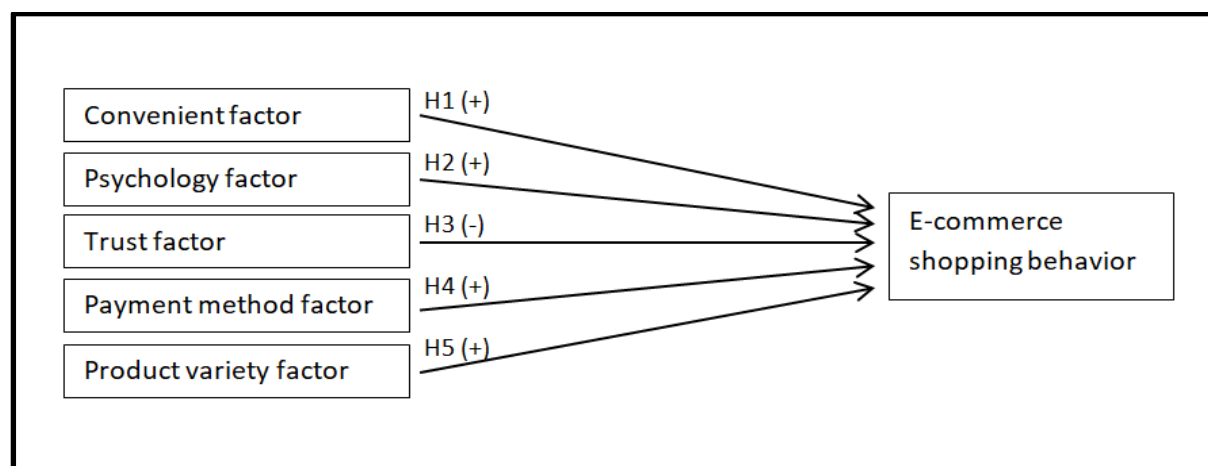


Figure 1. Research model

3. Research Method

3.1 The General Research Process

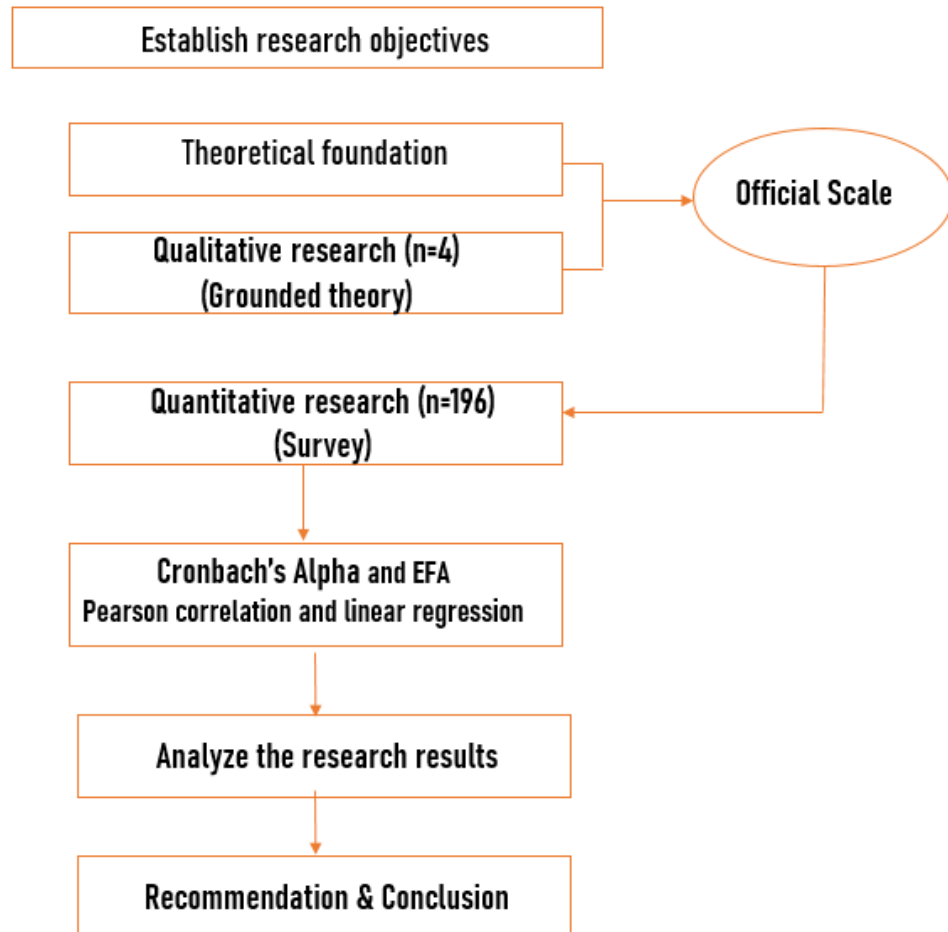


Figure 2. Research process

Source: Authors

3.2 Research objective

As mentioned in the introduction, the main objective of this study is to determine the factors affecting the shopping behavior of consumers on e-commerce platforms. And the specific objectives of this study are: Understanding customer shopping behavior on e-commerce during COVID-19 and providing businesses with a broader perspective to devise the right strategies, support, and serve customers.

3.3 Qualitative research

According to the study by Thang & Do (2016), the aim of qualitative research is to test, screen, and identify the link between the variables in a theoretical model, on this basis, to suggest a model research form. The study also attempts to rectify and develop the scales of

earlier studies that are adapted to the Vietnamese research setting. Qualitative research is used to determine the nature of the research problem. Qualitative research is flexible and exploratory (Khoa, 2014). To fulfill the aforementioned goals, the author employed the grounded theory approach to collect data and evidence from a large number of articles ($n > 50$). According to Oktay (2012), grounded theory is one of the best-known qualitative research methods, both within and outside of social work. It combines the advantages of quantitative and qualitative techniques (Walker & Myrick, 2006). From then, determine the elements that influence online buying behavior on e-commerce sites during Covid. This process is a new tool for analyzing the strategic conduct of e-commerce firms, which uses those elements to fill upscales and questionnaires.

3.4 Quantitative research

A quantitative data-based study was created, and a survey questionnaire was used as a data collection instrument. The questionnaire is carefully prepared to satisfy the purpose of this study. The study used a 5-point Likert Scale to assess the level of agreement of the respondents.

3.4.1 Design a scale: Likert Scale

To raise response rate and quality while lowering respondents' "frustration level," a 5-point Likert-type scale was adopted (Babakus, and Mangold, 1992). Preston & Colman (2000) found that 5-point Likert scales had higher reliability

A 5-point scale was chosen over a 7-point scale for a range of reasons, including one that is the opportunity to compare reliability coefficients with previous research involving 5-point Likert Scales (Saleh & Ryan, 1992).

Table 1. Point Likert scale

Scale	Representation
1	Strongly disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly agree

Source: Authors

Table 2. Official Scale

Variables	Items	Sources
Convenient factor (CF)	CF1: I can shop online on e-commerce platforms anytime, anywhere	Meher Neger, Burhan Uddin (2020)
	CF2: I find online shopping on e-commerce platforms more time-saving	Meher Neger, Burhan Uddin (2020)
	CF3: During the lockdown due to Covid-19, it is still possible to order online on e-commerce	Meher Neger, Burhan Uddin (2020)

Psychology factor (PF)	PF1: I feel comfortable when surfing at e-commerce platforms	Gurvinder S Shergill, Zhaobin Chen (2005)
	PF2: I prefer online shopping on e-commerce platforms because I like virtual interaction	Meher Neger, Burhan Uddin (2020)
	PF3: I buy because I feel convinced by the marketing of that e-commerce platforms	Meher Neger, Burhan Uddin (2020)
Trust factor (TF)	TF1: This website is full of features to protect customers' personal information	Gurvinder S Shergill, Zhaobin Chen (2005)
	TF2: Products are delivered on time as promised by the e-commerce platform	Paulo Rita a, Tiago Oliveira a, Almira Farisa (2019)
	TF3: The product is carefully packed and intact when the buyer receives it	Ha Ngoc Thang, Nguyen Thi Lien Huong, Pham Thanh Van, Nguyen Thi Hong Tham (2021)
	TF4: If problems arise, I can expect to be treated fairly by this online shop on e-commerce platform	Paulo Rita a, Tiago Oliveira a, Almira Farisa (2019)
Payment method factor (PMF)	PMF1: The payment methods on the e-commerce platform are diverse	Paulo Rita a, Tiago Oliveira a, Almira Farisa (2019)
	PMF2: I can pay simply and fast using a variety of methods.	Paulo Rita a, Tiago Oliveira a, Almira Farisa (2019)
	PMF3: Electronic payment on e-commerce platforms have more promotions than direct payment	Meher Neger, Burhan Uddin (2020)
Product variety factor (PVF)	PVF1: Most of the products I want to buy are readily available	Meher Neger, Burhan Uddin (2020)
	PVF2: I can find many products from different brands	Wilson, N. (2019)
	PVF3: Products on e-commerce platforms are diverse in price from cheap to expensive	Bakos and Peterson, Balasubramanian (1997)
E-commerce shopping (ES)	ES1: Shopping on e-commerce platforms is essential for everyone during Covid-19	Meher Neger, Burhan Uddin (2020)
	ES2: Shopping on e-commerce platforms makes buyers more active	Paulo Rita a, Tiago Oliveira a, Almira Farisa (2019)
	ES3: I think shopping on e-commerce platforms will become popular in the future	Paulo Rita a, Tiago Oliveira a, Almira Farisa (2019)

Source: Authors

3.4.2 Sampling

People who frequently do online shopping in Da Nang will be our target responders. The questionnaires were sent in person and through the Internet to the research subjects

Non-probability sampling method was used for data collection. In this research, the sample calculation formula can be used to determine the minimum sample size. Using the formula of Cochran (1977):

$$n = \frac{z^2 \times (q \times p)}{e^2} = \frac{1.96^2 \times (0.5 \times 0.5)}{0.07^2} = 196$$

Based on the results from the formula with a sample of $n = 196$ respondents - the minimum sample size for this study with a tolerance of $\pm 7\%$. The result was 215 respondents, of which 12 were invalid due to lack of information or not being part of the study population; all these questionnaires were removed before data processing. Therefore, the number of official respondents used for analysis was 203 respondents. Roscoe (1975) suggested that sample sizes greater than 30 and less than 500 are appropriate for most studies.

3.4.3 Data Analysis Methods

Data processing methods were implemented, including collecting data from questionnaires; encoding the data, evaluating the reliability of the scale with Cronbach's Alpha coefficient; EFA exploratory factor analysis based on KMO coefficient (Kaiser-Meyer-Olkin) and Bartlett test of sphericity; correlation analysis and regression analysis - checking the suitability of the research model.

4. Findings and Discussions.

4.1 Result

4.1.1 Characteristics

The entire sampling method, 215 questionnaires, was distributed to all people of all ages who are now staying in Danang City, collecting 215 samples, 12 samples were removed before data processing, because invalid due to lack of information or not being part of the study population, using 203 samples to observe.

Table 3. Descriptive statistics of demographic factors

	Categories	Frequency	Percentage
Gender	Male	89	43.8%
	Female	111	54.7%
	Other	3	1.5%
Age	Under 20 years old	19	9.4%
	20 - 40 years old	169	83.3%
	40 - 60 years old	13	6.4%
	Over 60 years old	2	1%
Occupation	Freelance business	27	13.3%
	Workers	5	2.5%
	Doctors/ Teachers	20	9.9%
	Housewife	2	1%
	Other	10	4.8%
	Student	139	68.5%
Income	Under 10 million VND	170	83.7%
	10 to 20 million VND	21	10.3%
	21 to 30 million VND	6	3%
	Over 31 million VND	6	3%
Have you ever used an	Very often (more than 5 times/month)	39	19.3%

e-commerce platform?	Regularly (3-5 times/month)	67	33%
	Sometimes (1-2 times/month)	89	43.8%
	Never been used	8	3.9%
How much money did you spend on online shopping BEFORE Covid-19	Under 500.000 VND	97	47.8%
	From 500.000VND to 2.000.000 VND	84	41.4%
	From 2.000.000 VND to 5.000.000 VND	14	6.9%
	Over 5.000.000 VND	8	3.9%
How much money do you spend on online shopping AFTER Covid-19	Under 500.000 VND	142	70%
	From 500.000 VND to 2.000.000 VND	48	23.6%
	From 2.000.000 VND to 5.000.000 VND	11	5.4%
	Over 5.000.000 VND	2	1%
What criteria are important to you when shopping online?	Price	61	30%
	Delivery time	6	3%
	Promotions	38	18.7%
	Product quality	90	44.3%
	Other	8	4%

Source: Authors

4.1.2 Assessing the Reliability of the Scale (Cronbach's Alpha)

The results showed that variables with Cronbach's coefficient's alpha are greater than 0.6 and have a correlation coefficient of variables greater than 0.4. Variables are used in the subsequent EFA analysis.

Table 4. Summary table of Cronbach's Alpha coefficients of the scales

No	Items	N of Items	N of satisfying	Items	Cronbach's Alpha
1	Convenient factor	3	3		0.887
2	Psychology factor	3	3		0.896
3	Trust factor	4	4		0.887
4	Payment method factor	3	3		0.822
5	Product variety factor	3	3		0.964

Source: Authors

4.1.3 Exploratory Factor Analysis EFA

16 independent observation variables were included in the EFA factor analysis with the "Principal Component" method and the "Varimax" rotation. After analysis, the Barlett test result with a sig.= 0.000 is less than 0.005 and a KMO coefficient of 0.793 is greater than 0.5.

For Eigenvalues > 1 , the total variance extracted is $81.423\% > 50\%$ so it is possible to explain 81.423% variations of data. This suggests that the correlation observed variables are strong enough to run EFA. There are 5 groups of factors extracted.

Table 5. Results of the EFA analysis from independent observation variables

Items	Factor loading				
	1	2	3	4	5
TF4	0.874				
TF3	0.850				
TF2	0.841				
TF1	0.837				
PVF2		0.959			
PVF3		0.934			
PVF1		0.922			
PF1			0.916		
PF2			0.878		
PF3			0.876		
CF3				0.906	
CF1				0.880	
CF2				0.877	
PMF3					0.871
PMF1					0.861
PMF2					0.841
The coefficients satisfy the conditions					
Cronbach's Alpha	0.887	0.964	0.896	0.887	0.822
Eigenvalue	4.747	2.409	2.254	1.959	1.659
Cumulative %	81.423				
KMO	0.793				
Barlett's Test	Sig. = 0.000				

Source: Authors

Table 6. EFA analysis results for the dependent variables

	Factor loading	
	1	
ES1	0.954	
ES2	0.950	
ES3	0.944	
The coefficients satisfy the conditions		
Cronbach's Alpha	0.943	
Eigenvalue	2.705	

Cumulative %	90.152
KMO	0.772
Barlett's Test	Sig. = 0.000

Source: Authors

The EFA results show that the 3 observed variables are extracted into a dependent variable factor, all of which have factor loading factor > 0.5 with a total extraction variance of 90.152%, only KMO number is 0.772 good with significance level Sig. = 0.000 in the Barlett test, the quantity Eigenvalue = 2.705 satisfies the condition. Therefore, these observed variables are retained for further analysis.

4.1.4 Correlation Matrix

Table 7. Correlation between variables

		ES	TF	PVF	CF	PMF	PF
ES	Pearson Correlation	1	0.523**	0.515**	0.595**	0.508**	0.257**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
	N	203	203	203	203	203	203
TF	Pearson Correlation	0.523**	1	0.251**	0.252**	0.080	0.201**
	Sig. (2-tailed)	0.000		0.000	0.000	0.257	0.004
	N	203	203	203	203	203	203
PVF	Pearson Correlation	0.515**	0.251**	1	0.225**	0.098	0.352**
	Sig. (2-tailed)	0.000	0.000		0.001	0.163	0.000
	N	203	203	203	203	203	203
CF	Pearson Correlation	0.595**	0.252**	0.225**	1	0.025	0.206**
	Sig. (2-tailed)	0.000	0.000	0.001		0.722	0.003
	N	203	203	203	203	203	203
PMF	Pearson Correlation	0.508**	0.080	0.098	0.025	1	-0.024
	Sig. (2-tailed)	0.000	0.257	0.163	0.722		0.736
	N	203	203	203	203	203	203
PF	Pearson Correlation	0.257**	0.201**	0.352**	0.206**	-0.024	1
	Sig. (2-tailed)	0.000	0.004	0.000	0.003	0.736	
	N	203	203	203	203	203	203

** . Correlation is significant at the 0.01 level (2-tailed)

Source: Authors

According to the correlation matrix in the table above, there is a linear correlation between ES dependent variables with independent variables TF, PVF, CF, PMF, PF because of the Sig significance level less than 0.05. Thus, the use of these linear regression analysis variables is appropriate.

4.1.5 Multiple Regression Analysis

Table 8. Estimate the beta coefficient of the model by the Enter method

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(constant)	-3.166	0.241		-13.148	0.000		
TF	0.390	0.044	0.301	8.853	0.000	0.885	1.130
PVF	0.371	0.045	0.292	8.274	0.000	0.820	1.219
CF	0.572	0.044	0.440	13.026	0.000	0.896	1.116
PMF	0.611	0.044	0.444	13.772	0.000	0.982	1.018
PF	0.019	0.048	0.014	0.392	0.695	0.846	1.181

Source: Authors

Adjusted R Square = 0.794;

F (ANOVA) = 156.307;

Sig. (ANOVA) = 0.000;

Durbin – Watson = 2.060

ANOVA analysis results show that the statistical value $F = 156.307$ with the value $\text{sig} = 0.000$ proves that the regression model is suitable for the data set. Durbin-Watson is $1 < 2.060 < 3$, showing no correlation between variables in the model. VIF of all variables has value < 2 , it means that no collinearity phenomenon occurs. The adjusted R square coefficient is 0.794 which shows that 79,4% of the variation of the dependent variable is explained by the independent variables.

As the table above can see, the factor PF has the regression coefficient $\text{Sig} = 0.695 > 0.05$, so this independent variable has no explanatory significance for the dependent variable. The standardized regression equation: $ES = 0.444 \cdot \text{PMF} + 0.440 \cdot \text{CF} + 0.301 \cdot \text{TF} + 0.292 \cdot \text{PVF}$. The 4 factors that were originally set were accepted, 1 factor was eliminated.

4.1.6 Verification of Conformity of the Model

Scatterplot scatter plots show that the residual scattering randomly around the path passes through zero degrees and fluctuates much in the range of ± 1 , proving that the linear relation assumption is not violated. The histogram shows the standard distribution curve superimposed on the frequency chart, a very small mean value close to 0 (mean = $1.29\text{E-}15$), and a standard deviation near 1 (Std. Dev = 0.988), indicating the distribution of the approximate residual.

The P-P plot also shows that the viewpoints do not disperse too far from the expected straight line, so it can be concluded that the residual distribution with standard distribution is not violated. Thus, the linear regression model above is a suitable model.

4.2 Discussion

Based on the research results, the author concludes that there are factors affecting shopping behavior on e-commerce platforms during the Covid-19 pandemic, through the combined use of qualitative and quantitative research methods, numerical processing, to give results to identify 4 factors. Those factors are arranged in descending order of impact as follows: Payment method factor, Convenient factor, Trust factor, Product variety factor. These factors are correct as suggested in the research model. Exploring these factors helps e-commerce platforms have appropriate marketing policies to better serve the needs of customers during the covid 19 pandemic as well as similar situations in the future.

4.2.1 Recommendation

The results of the analysis show that payment method factor has the strongest influence, and the product variety has the lowest effect on customer behavior on e-commerce platforms during the Covid-19 pandemic. On this premise, the author proposes suggestions and strategy that will help e-commerce firms for attracting consumers and improving service quality in the future, as follows:

Firstly, is the Payment method factor. According to research, customers are extremely concerned with payment methods, therefore in the near future e-commerce platforms should have greater variety in payment methods when buying online so that customers may pay in a variety of ways. Improvements to raise customer happiness and loyalty by shortening the transaction processing procedure when paying by card and processing refunds through card faster if the order is canceled.

Secondly, it is Convenient factor, consumers sometimes find it difficult to pick items and make purchases, therefore e-commerce trading floors should improve the interface to make it neater and simpler to view so that all customers can choose products and make purchases easily. Additionally, it is both convenient and time-saving, voice search is a functionality that should be implemented to help consumers look for goods to purchase.

Third is Trust factor, e-commerce platforms need to pay more attention to providing the best service and security to customers. Many consumers fear buying online, because e-commerce platforms fail to ensure their proper security, trust and confidence. Therefore, it is always necessary to ensure the privacy and security of consumers' personal information. In addition, companies can guarantee fast nationwide delivery to attract consumers. Besides, when an incident occurs, it is necessary to quickly and fairly solve it for customers. Especially in the time of Covid-19, they have limited movement, so they need to deliver fast and timely.

Finally, is Product variety factor, at the time when Covid-19 is happening, e-commerce platforms need to have more diversified products available, because consumers will choose to buy online during this time. Especially items that are considered necessities. Not only product diversity, but also price diversity to be able to meet the needs of more customers.

The findings of the study have aided in the development of recommendations and key foundations for developing solutions to improve the quality of services offered and increase customer satisfaction on e-commerce platforms during the Covid- 19 pandemic.

4.2.2 Limitation

The study's selection of previous research is one of its weaknesses.

Limitation 1: Due to time constraints, the author only looked for a few research publications

linked to the article's keywords. As a result, it is conceivable that the author overlooked some important empirical research.

Limitation 2: Since the pandemic scenario is extremely difficult, the author can only develop a survey and obtain the results online. Therefore, it is not feasible to interview customers face-to-face, the study's result does not accurately reflect the research topic.

Limitation 3: The issue is that when authors send out a survey to customers, some of them will answer the pertinent questions. The remainder of the individuals are mucking around and will not respond. As a result, data entry into statistic software takes a long time to complete.

Based on the constraints stated above, this research should be developed in the future to better utilize the research aims and develop them at a higher level. Develop quantitative and qualitative research methodologies, as well as direct interviews with customers, to get more accurate findings. Following that, provide more accurate and effective arguments and proof.

5. Conclusion

The study was conducted in the context of e-commerce platforms facing the Covid-19 epidemic. The research is based on the theory of shopping behavior, synthesizing relevant practical studies to build a model to evaluate the factors affecting the shopping behavior of Da Nang people. On that basis, through qualitative and quantitative research methods, with techniques evaluated by Cronbach's Alpha tool, EFA exploratory factor analysis, correlation and regression analysis. With data collected from samples $N = 203$ (Da Nang people). Based on the survey results, the study adjusted and perfected the scale for 6 research concepts including the elements constituting shopping behavior on the e-commerce platform: Convenience, Psychology, Trust, Payment method, Product variety (independent variable) and Shopping behavior on e-commerce platform scale (dependent variable). In which, the payment method variable has the strongest influence on the shopping behavior of customers on e-commerce platforms. The research results have helped provide important suggestions and foundations in building solutions for people to easily buy goods through e-commerce platforms during the Covid-19 period, and at the same time help those platforms improve quality and service more.

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The Effect of Good Government Governance on the Financial Reports Quality: The Case of Provincial Capital Governments in Indonesia

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Abstract

This study aimed to determine the relationship and effect of the GGG variable on the quality of the financial reports in municipal governments in Indonesia by implementing the IIAG (The Ibrahim Index of African Governance) indicator. The variables of this study consist of the participant, legal culture, transparency, responsiveness, public interest orientation, fairness, effectiveness and efficiency, accountability, strategic vision, and human development as independent variables and the quality of financial reports as dependent variables. The method in this study was quantitative, so it was found that partially, only responsive and accountability variables significantly affected the quality of the financial reports. Meanwhile, other independent variables such as participants, legal culture, transparency, public interest orientation, fairness, effectiveness and efficiency, strategic vision, and human development had no significant effect on the quality of financial reports. However, simultaneously, all independent variables had a significant effect on the quality of financial reports. The level of the coefficient of determination obtained was equal to Adj. R² = 0.299. It means that the quality of local government financial reports was influenced by the independent variable by 29.9%, while 70.1% was influenced by other variables not examined in this study.

Keywords: Government Governance, Financial Report Quality, AG, Public Sector Accounting

How to Cite:

Masnila, N., Mayasari, R., Firmansyah, F., Febriantoko, J., and Said, J. (2021). The effect of good government governance on the financial reports quality : the case of provincial capital governments in Indonesia. *International Journal of Business, Management and Economics*, 2(4). 270 - 287. DOI: <https://doi.org/10.47747/ijbme.v2i4.385>

1. Introduction

Implementing a good and clean government needs to apply the concept of Good Government Governance (GGG). GGG is a concept of good governance. The National Committee for Governance Policy has the opinion that the government in Indonesia has a responsibility in implementing GGG standards applied by international standards. The process of implementing the power in the provision of public goods and services is called governance,

while the best practice is called Good Government Governance (Rizal, 2015). In the implementation of Good Government Governance, it needs the participation from all parties, the government, and the community. Government actors have main role in the success of good governance. The economic crisis in a country can be a problem of good governance in Indonesia. Many problems have arisen in society due to the economic crisis which, if not addressed immediately, could disrupt the performance of the government as a whole. In Indonesia, It is still often the case, for example with soaring food prices due to mistakes in making export and import policies. As one of the tangible manifestations of the success or failure of the implemented government policies, namely the existence of a solid community and actively participating in the determination and implementation of a country policies.

Many studies related to GGG carried out with various different indicators. There is research that uses the GGG indicator developed by the United Nations Development Program (UNDP). The concept that UNDP has developed regarding good governance is more emphasized on the political, economic, and administrative aspects of state management.

(Mardiasmo, 2002) reveals that the characteristics or principles developed in the implementation of good governance include community participation, upholding the rule of law, transparency, responsiveness, consensus orientation, equality, effectiveness and efficiency, accountability and strategic vision. Another performance assessment that can be implemented in Indonesia is The Ibrahim Index of African Governance/IIAG (Farrington, 2010). This tool is used to measure and monitor governance performance in countries on the African continent. The main pillars in the assessment of governance in the index are (1) security and rule of law, (2) participation, right and inclusion, (3) foundation for economic opportunity, and (4) human development (Awojobi, 2014). The IIAG assessment indicators are generally used to assess developing countries. Therefore, IIAG can be implemented in Indonesia because it appropriates with the current conditions in Indonesia.

Research conducted by Maryani with the title “The Effect of Good Governance and Internal Control on the Local Government Financial Reports Quality Case Study at the Regional Revenue and Financial Management Office (DPPKAD) of Bintan Regency also states that GGG had a simultaneous effect on the quality of financial reports (Maryani, 2016) . Another study conducted by Masnun (2018) with the title "Good Governance and the Quality of Government Financial Reports: A Study in the Regional Government of Jambi Province," also shows the same results, namely that GGG has a simultaneous effect on the quality of financial reports (Masnun, 2018). This research was also conducted by T. Herawati and D. Nopianti with the title “ The Influence of the Implementation of Government Accounting Standards and Good Governance on the Local Government Financial Reports Quality” also showed significant results and had an effect on financial reports (Herawati & Nopianti, 2017). The novelty of this research is to conduct a more in-depth and comprehensive analysis of the determinants of GGG on the quality of financial reports through a combination of the GGG index from UNDP and IIAG. This study uses 10 GGG indicators which are a reconciliation of indicators developed by UNDP and IIAG in assessing government performance. In general, the assessment of local government GGG implementation is only assessed using the GGG index developed by UNDP or other GGG indices. The index is less than 10 indicators and does not include the Human Development Index which affects the quality of financial reports in the Provincial Capital Regional Governments in Indonesia.

Based on the description, this study was conducted to determine the determinants of GGG

using a combination of the GGG index from UNDP and IIAG on the Financial Reports Quality produced by local governments.

From the above background, the formulation of the research problem was how the influence of GGG on the quality of the financial reports of the Provincial Capital Government in Indonesia in 2016-2018.

The purpose of this study was determine the relationship and influence between the GGG variable on the quality of financial reports in city governments in Indonesia, especially in the provincial capital in 2016-2018.

2. Literature Review

The indicators used for the GGG assessment are based on research (Rossieta et al., 2017) namely (1) democracy, (2) transparency, (3) accountability, (4) culture of law, and (5) fairness and equality. The Ibrahim Index of African Governance (IIAG) uses 4 indicators in assessing GGG. These indicators are (1) security and rule of law, (2) participation, right and inclusion, (3) foundation for economic opportunity, and (4) human development ("2017 Ibrahim Index of African Governance," 2017). UNDP in (Duarmas et al., 2016) uses 9 indicators of GGG, namely, (1) Participants, (2) legal certainty, (3) transparency, (4) responsibility, (5) agreement-oriented, (6) fairness, (7) effectiveness and efficiency, (8) accountability, (9) strategic vision. Research by (Jatmiko & Lestiawan, 2016) measures GGG with 5 indicators, namely (1) transparency principles, (2) accountability principles, (3) public participation principles, (4) justice principles, and (5) responsibility principles. Research (Handayani, 2012) concludes that the opinion given by the auditor reflects the extent of the good governance principles implemented by the government. Examination of LKPP, LKKL and LKPD is intended to provide reasonable assurance that the financial reports have complied with government accounting standards, laws and regulations and internal control.

Many studies related to GGG have been carried out with different indicators. Likewise, research related to the quality of financial reports. Efforts made to develop research by reconciling existing research criteria. This research was conducted with the aim of reconciling the criteria or indicators of GGG as determined by the United Nations Development Program (UNDP) and The Ibrahim Index of African Governance (IIAG) that relates it to The Auditory Board of The Republic Indonesia opinion on LKPD and follow-up on the Auditory Board of The Republic Indonesia finding.

The independent variables are human resource compensation, government accounting standards, good governance have a positive impact on the financial reporting quality variables (Agatha, 2020). Good governance has an influence on the quality of financial reporting in Manado City Government, which means that the better the implementation of good governance, the better the quality of financial reporting of local governments (Maramis et al., 2018). Good governance, application of government accounting standards, system of internal control, and efficiency of government officials simultaneously have a significant impact on the quality of financial reporting. (Kesuma et al., 2017). Examination of the regional government financial reports must see the quality of accountability (Masnila, 2014). GGG implementation can be supported through the preparation of results-oriented work plans (Mayasari et al., 2021). In addition, it must also prepare results-oriented accountability reports as well (Mayasari, 2016). The practice and implementation of good governance by public organizations has a significant effect on system integrity (Said et al., 2016). Management

Accounting Information System (SIAM), decentralization, and good budget target clarity can affect indicators in GGG, namely budget preparation performance (Febrianty & Febriantoko, 2017). The government financial capacity will improve government administration in accordance with GGG (Sunardi et al., 2020). The preparation of government accountability reports needs the improvement that can be evaluated through a qualitative approach (Febriantoko & Febrianty, 2017).

The following is a figure of the research framework:

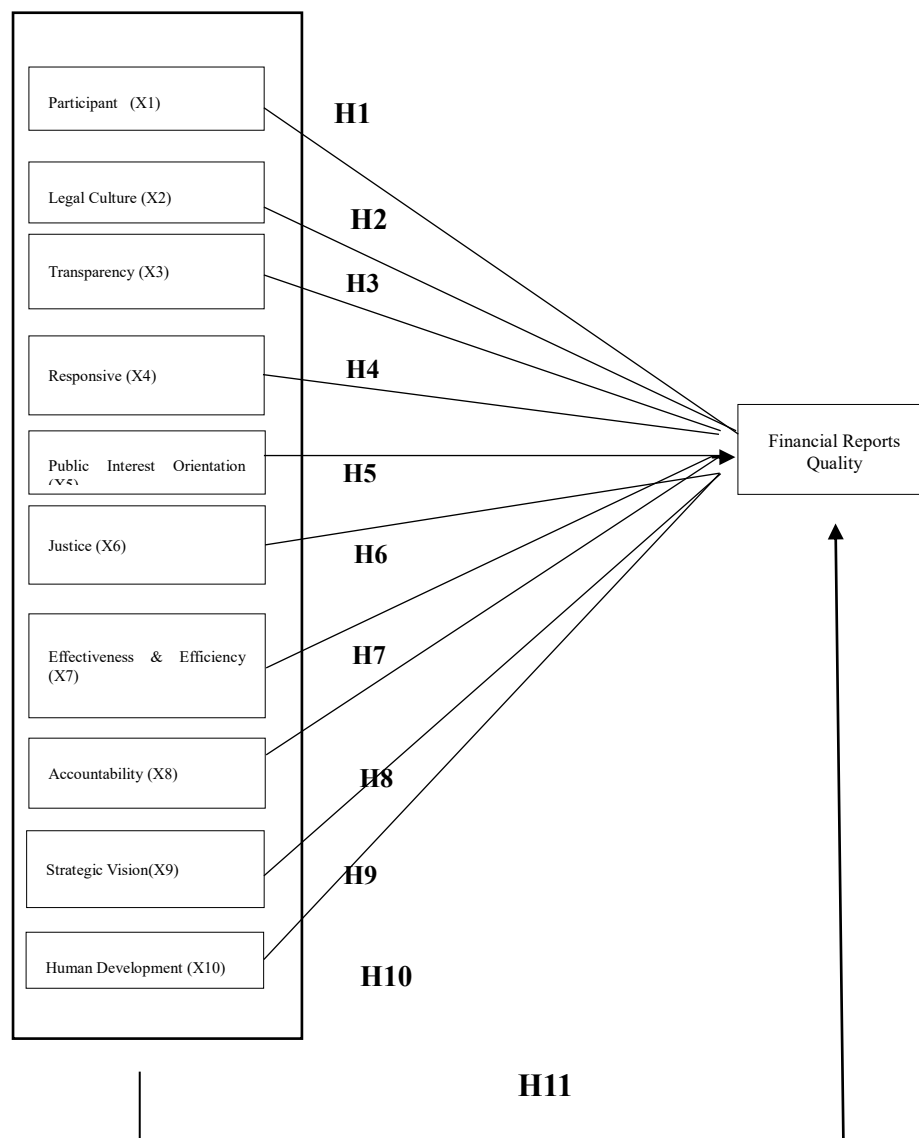


Figure 1. Research Framework

3. Research Method

The research was conducted at the Audit Board of the Republic of Indonesia. The research was conducted for 8 months after the announcement of acceptance. The object of research was the

provincial capital government in Indonesia. Based on this, the population in this study was all the provincial capital region governments in Indonesia, amounting to 34 provincial capitals. The sampling technique used was purposive sampling. The sample used in this study was a total of 28 provincial capitals for the 2016-2018 periods. The data collection techniques used in this research were literature study and documentation. The data used in this study were secondary data in quantitative form. The data obtained by researchers indirectly through intermediary media (Sekaran & Bougie, 2013). Generally, this data were obtained through intermediary media sourced from reports, books, records, or archives, both published and unpublished (Sugiyono, 2017). The data were able to provide a clear picture of the influence of GGG on Financial Report Quality. Test the validity of the data in this study using validity and reliability tests. The data analysis technique used in this study is causality analysis using multiple linear regression analysis. This analysis looks for the determinant of the independent variable with the dependent variable. This analysis differs from simple linear regression in that the number of independent variables which are explanatory variables is more than one.

The reference equation used in this study is

$$Y = a_0 + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + b_6x_6 + b_7x_7 + b_8x_8 + b_9x_9 + b_{10}x_{10} + e.$$

This study uses variables. The indicator variables for participation (X1) are the existence of regional regulations on public service standards, the existence of regional regulations on public consultation, and the number of regional people's representative assembly decisions followed by local governments. Indicators of legal culture variables (X2) are, number of local government regulations produced, number of government regulations repealed, number of draft regional government regulation approved by regional people's representative assembly, number of regent / mayor decisions followed, and number of regent / mayor regulations followed. The transparency variable (X3) indicator is the availability of government social media that is accessible to the public, the availability of personnel information systems, and the availability of e-procurement. Indicator of responsiveness variable (X4) is the timeliness of the determination of the district budget, the ratio of civil servants to the population, and the suitability of local government organizations based on Government Regulation Number 41 of 2007. Indicators of community interest orientation variables (X5) are the appropriateness of development priorities, the number of mandatory matters performed by the local government, the number of mandatory matters applied to the Minimum Service Standards, the existence of regional regulations on building permit, the existence of regional regulations on sex workers and sellers streets, the existence of regulations on cleanliness, the existence of regional regulations on RT / RW, the ratio of budget surplus to the total income, the ratio of house building permit, the ratio of civil service police members to the population. The fairness variable (X6) has indicators of general expenditure allocation to general allocation fund, general expenditure allocation to total local budget, and expenditure allocation for education and health. The evaluation indicators for the efficiency and effectiveness variables (X7) are balanced fund absorbed against plan, increased locally-generated revenue, realization of expenditure against budget, Total locally-generated revenue for all income in Local Budget, realization of locally-generated revenue to potential locally-generated revenue, E-identity card processing cost, total percentage of community E- identity card management. Accountability variable (X8) uses indicators of assessment of Audit Board of the Republic of Indonesia audit

opinion on local government financial statements, findings of Audit Board of the Republic of Indonesia followed, existence of regional regulations on regional financial management, Percentage of expenditure for basic services, timeliness of delivery of Local Government Performance Reports, timeliness of delivery of administrative reports government, timeliness of local government financial reporting. Changing strategic decision (X9) cooperative relations with other regions, Number of investment approvals, awards received from central government to local governments. the human development variable (x10) uses the local government organizations education budget indicator for total local budget, local government organization health estimate to total local budget expenditure, local government organizations manpower estimate to total local budget expenditure, number of national education programs implemented by local government organizations, number of national health programs implemented by local government organizations, number of education development planning documents available, number of health sector development planning documents available, number of workforce development planning documents available. the assessment indicator for financial reporting quality (y) is the suitability of using accounts with government accounting standards, financial statements accompanied by financial ratios, so that they can be used to predict the future, timeliness of financial reporting, completeness of financial statements, non-ownership of assets supported by valid evidence, audit board of the republic of indonesia audit opinion on local government financial report for the last 3 years, incomplete / invalid evidence of liability, number of other equity correction items in the equity change statement, value of other equity corrections in the equity change statement, graphics and tables can explain the information presented, and the statement well-organized finances.. this research model measured the determinant between 10 (ten) variable x incorporated in GGG and 1 (one) variable y. the main activity of this model was hypothesis testing to determine whether the hypothesis was accepted or rejected.

4. Findings and Discussions

Finding

Data Quality Test

Table 1 Results of Realibility Test

Reliability Statistics

Cronbach's Alpha	N of Items
,518	10

Source: Processed Data, 2021

Reliability test with Cronbach's Alpha formula, obtained results greater than 0.05 that was reliable.

Table 2 Validity Test Results

Variable	Pearson Correlation
Participant (X1)	,743**

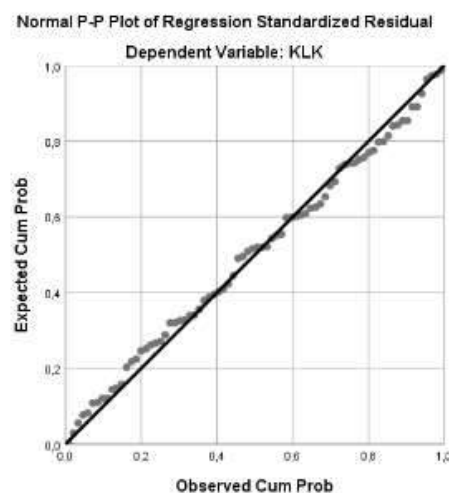
Legal Culture (X2)	,373**
Transparency (X3)	,230*
Responsive (X4)	,246*
Public Interest Orientation (PIO) (X5)	,141
Justice (X6)	,277*
Effectiveness & Efficiency (X7)	,488**
Accountability (X8)	,562**
Strategic Vision(X9)	,695**
Human Development(X10)	,398**

Source: Processed Data, 2021

The results of the validity test above showed a positive value and the Pearson Correlation was above 0.05. It means all independent variables were valid.

Clasic Assumption Test

Normality Test Results



Source: Processed Data, 2021

Figure 2 Normal Probability Plot

In the figure of normal probability plot results, it can be seen that the results distributed around the diagonal line and follow the direction of the diagonal line. Based on the data can be detected normally and the regression model met the requirements as the normality assumption. Thus, data on transparency, accountability, and regional financial management were normally distributed. KLIK is the quality of financial reporting

Multicollinearity Test Results

Table 3 Multicollinearity Test Results

Model	Coefficients ^a	
	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Participant	0,652	1,533
Legal Culture	0,831	1,203
Transparency	0,861	1,162
Responsive	0,942	1,062
1 Public Interest Orientation	0,86	1,162
Justice	0,875	1,143
Effectiveness & Efficiency	0,788	1,269
Accountability	0,719	1,391
Strategic Vision	0,689	1,452
Human Development	0,833	1,2

A. Dependent Variable: KKK

Source: Processed Data, 2021

The table above showed the VIF value < 10.00 for all independent variables, as well as the Tolerance value > 0.100 so there was no multicollinearity in the data of this study.

Heteroscedasticity Test Results

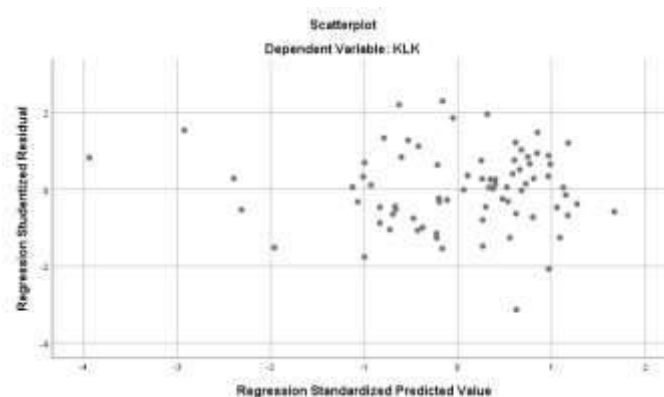


Figure 3. Hasil Uji Heteroskedastisitas

Source: Processed Data, 2021

From the figure above, there was no visible pattern in the data distribution. Thus, there was no heteroscedasticity in this data.

Autocorrelation Test Results

Table 4 Autocorrelation Test Results

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,546 ^a	0,299	0,194	6,03021	1,460
a. Predictors: (Constant), Human Development, Justice, Responsive, Legal Culture, Transparency, Public Interest Orientation, Accountability, Effectiveness & Efficiency, Strategic Vision, Participant					
b. Dependent Variable: KKK					

Source: Processed Data, 2021

Based on the results above, it is known that the Durbin Watson value of 1.460 laid between 1.357 to 2.643. It can be concluded that there was no autocorrelation in this regression model.

Hypothesis Test

F-test Results

Table 5 Simultaneous Test Results (F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1037,229	10	103,723	2,852	,005 ^b
	Residual	2436,347	67	36,363		
	Total	3473,575	77			
a. Dependent Variable: KLK						
b. Predictors: (Constant), Human Development, Justice, Responsive, Legal Culture, Transparency, Public Interest Orientation, Accountability, Effectiveness & Efficiency, Strategic Vision, Participant						

Source: Processed Data, 2021

It can be concluded that all independent variables (X) simultaneously affected the dependent variable (Y).

Partial t Test Results

Table 6 Partial t Test Results

Coefficients^a							
		Unstandardized Coefficients	Standardized Coefficients	Collinearity Statistics			
		Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-10,544		-0,349	0,728		
	Participant	0,156	0,450	0,044	0,730	0,652	1,533

Legal Culture	-0,042	0,538	-0,009	-0,079	0,937	0,831	1,203
Transparency	3,222	2,077	0,171	1,551	0,126	0,861	1,162
Responsive	1,258	0,503	0,264	2,499	0,015	0,942	1,062
Public Interest	0,080	0,275	0,032	0,290	0,773	0,860	1,162
Orientation							
Justice	0,312	0,510	0,067	0,612	0,543	0,875	1,143
Effectiveness & Efficiency	-0,204	0,261	-0,090	-0,784	0,436	0,788	1,269
Accountability	1,356	0,363	0,451	3,736	0,000	0,719	1,391
Strategic Vision	-0,194	0,544	-0,044	-0,356	0,723	0,689	1,452
Human Development	0,097	0,374	0,029	0,259	0,797	0,833	1,200

a. Dependent Variable: KLK

Source: Processed Data, 2021

From the data above, it showed that only Responsiveness (X4) and Accountability (X8) had a partial effect on the Quality of Financial reports (Y), because the value of sig was <0.05. Other variables had no effect on the Quality of Financial reports.

From table above found the multiple lineqar regression as below:

$$Y = -10,544 + 0,156 X_1 - 0,042 X_2 + 3,222 X_3 + 1,258 X_4 + 0,080 X_5 + 0,312 X_6 - 0,204 X_7 + 1,356 X_8 - 0,194 X_9 + 0,097 X_{10}$$

The description of the equation is:

1. The regression equation above shows a constant value of -10,544. This means that if the variable of good governance is considered constant, the quality of financial reports will be constant at -10,544.
2. The b1 value is 0.156, it means the participant variable has a positive influence on the quality of financial reports.
3. The value of b2 is -0.042, it means the legal culture variable has a negative influence on the quality of financial reports.
4. The value of b3 is 3.222, it means the transparency variable has a positive effect on the quality of financial reports.
5. The value of b4 is 1.258, it means the responsive variable has a positive effect on the quality of financial reports.
6. The value of b5 is 0.080, it means the variable orientation of public interest has a positive effect on the quality of financial reports.
7. The value of b6 is 0.312, it means the variable of justice has a positive effect on the quality of financial reports.
8. The value of b7 is -0.204, it means the effectiveness and efficiency variables have a negative effect on the quality of financial reports.

9. The b8 value is 1.356, which means the accountability variable has a positive effect on the quality of financial reports,
10. The value of b9 is -0.194, it means the strategic vision variable has a negative effect on the quality of financial reports.
11. The value of b10 is 0.097, it means the human development variable has a positive effect on the quality of financial reports.

Coefficient of Determination Results (R^2)

Table 7 Coefficient of Determination Test Results

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.546 ^a	0,299	0,194	6,03021	1,46
a. Predictors: (Constant), Human Development, Justice, Responsive, Legal Culture, Transparency, Public Interest Orientation, Accountability, Effectiveness & Efficiency, Strategic Vision, Participant					
b. Dependent Variable: KKK					

Source: Processed Data, 2021

The level of the coefficient of determination obtained was equal to Adj. $R^2 = 0.299$. It means that the quality of local government financial reports was influenced by the independent variable by 29.9%, while 70.1% was influenced by other variables not examined in this study.

Discussion

Based on the results and data scoring, it can be seen that Bengkulu province had the lowest GGG effect, that was only 79.49% and the highest GGG effect was in NTB province with Mataram as the capital that was 93.93%. For the western part of Indonesia, it is known that the GGG index was 88.96%, Central Indonesia was 90.76%, and Eastern Indonesia was 86.53%. Thus, from the three regions, it can be seen that the regional governments in the central part of Indonesia had the highest GGG compared to the regional governments in the western and eastern parts of Indonesia. It shows that local governments in the central part of Indonesia have been able to apply the GGG concept so that they can produce quality regional financial reports.

The results of the partial test also state that the sig value of the variable participant was $0.730 > 0.05$. This means that participants have no significant effect on the quality of financial reports. Research conducted by (Iswahyudi et al., 2016) also showed that participants had no effect on regional financial supervision.

Legal Culture had no significant effect on the financial report quality. It can be seen from the sig value of $0.937 > 0.05$. The results of another study stated that culture had no significant effect as the carried out by Meidylysa Patty in 2019. That the research conducted showed that

the application of good governance and culture together had not been able to improve the quality of reports (Patty, 2019).

Similarly, transparency had no significant effect on the financial report quality, because the sig value was $0.126 > 0.05$. Research conducted in 2017 by (Sari, 2017) and (Azizah et al., 2015) showed the same results. Likewise with the results obtained, transparency was not significant to the quality of financial reports.

In contrast to the responsive variable with significant effect on the Quality of Financial reports. This can be seen from the value of sig $0.015 < 0.05$. The results of this research were in line with research (Khairaningrum & Rahma, 2020) that states that responsiveness had a significant effect on the quality of financial reports.

The partial test on the community interest orientation variable obtained a sig value of $0.773 > 0.05$. It shows that the Public Interest Orientation had no significant effect on the financial report quality. According to (Forsyth, 1980) said that ethical orientation is controlled by two characteristics, namely idealism and relativism. Idealism is an ethical orientation refers to the extent to which a person is concerned with the welfare of others and strives not to harm others. Relativism is an ethical orientation that refers to the rejection of universal or absolute moral principles (rules). At this time, the majority are not oriented to the public interest, only interests that are personally beneficial. This is the biggest problem today and a problem that many people complain about (Tupan, 2016). This study is in line with research conducted by (Ulum, 2005) which shows that the orientation variable has no effect on independence.

Justice variable was declared as insignificant with a value of $0.543 > 0.05$. Justice in Indonesia still stands of certain groups. Research conducted by (Asiam, 2020) stated that ethics in preparing reports should not only aim to provide benefits to internal parties, but also to provide benefits to external parties. It aims to improve the quality of financial reports so that the information presented does not harm any party.

effectiveness and efficiency had no significant effect on the financial reports quality. it can be seen from the sig value of $0.436 > 0.05$. the result is not in line with research conducted by (Herawati & Nopianti, 2017) that had significant effect on the financial reports quality. Effectiveness describes the level of ability of the regional government in realizing the planned Regional Original Income (PAD) then compared with the target based on the real potential of the region. The higher the effectiveness ratio, the better the local government ability to manage financial reports. Regional Financial Efficiency is a ratio that describes and shows the level of comparison between the amount of costs that have been incurred for the realization of regional expenditures with the realization of revenues that have been received. For this reason, the regional government needs to calculate carefully and precisely with the level of costs has spent to realize the entire level of income it has received so that it can be seen whether the implementation of the income collection activities is efficient or not (Siregar & S, 2020).

Accountability had a significant effect on the financial reports quality with a sig value of $0.000 < 0.05$. The same result obtained by M. Anas in 2020. There was a significant effect of accountability on the quality of financial report information indicating that village officials are able to carry out their duties and functions in government responsibly. Accountability also occurred due to supervision and audit by related parties, for example: sub-district head, inspectorate, Development Finance Comptroller (DFC) and The Audit Board of the Republic

of Indonesia (Anas et al., 2021). It should be implemented by local governments in order to produce accountable and quality financial reports for the public.

The Strategic vision variable had no significant effect on the quality of financial reports with sig value of $0.723 > 0.05$. Government activities in various fields and levels should be based on a clear vision and mission and the timeframe for its achievement and equipped with implementation strategies that are targeted, beneficial and sustainable (Amalia, 2018). This research which stated that the strategy determined by the policy makers was to increase the capacity of human resources in accordance with the criteria and level of education that became the basis for producing quality financial reports. The role and responsibility of the leadership in preparing reports is also very necessary to produce fair and transparent financial reports.

The human development variable obtained a sig value of $0.797 > 0.05$. It shows that Human Development had no significant effect on the financial reports quality. A similar study was also conducted by (Harliyani & Haryadi, 2016) which stated that the ratio of regional financial dependence, PAD effectiveness and PAD efficiency did not have a significant influence on human development. According to the Ibrahim Index of African Governance (IIAG) developed by the Ibrahim Foundation, this indicator is measured by comparing Local government working unit (LGWU) budgets for Education, Health and employment to total APBD expenditures. The Human Development Index (HDI), specifically measures the achievement of human development using several basic components of quality of life. This index is calculated based on data that can describe the four components, namely the achievement of a long and healthy life that represents the health sector; literacy rate, school participation and average length of schooling which measures the performance of development in the education sector; and the ability of people's purchasing power to a number of basic needs as seen from the average amount of per capita expenditure as an income approach (Rustariyuni, 2014). But in reality, the government has not been able to fully reach human development based on the components.

Based on F-test results, the independent variable on GGG had a simultaneous effect on the quality of financial reports. It can be seen from the value of sig $0.005 < 0.05$. Similar results were also obtained from research conducted by Maryani, Herawati and Nopianti in 2017 and Masnun in 2018 stated that GGG affected the quality of financial reports simultaneously. However, to improve the local government financial reports quality needs more attention to the Implementation of Government Accounting Standards and good governance by increasing human resources with high competence and integrity who understand the standards and rules.

5. Conclusion

It can be concluded partially only responsive and accountability variables significantly affect the quality of financial reports. other independent variables such as participation, legal culture, transparency of public interest orientation, fairness, effectiveness and efficiency, strategic vision, and human development had no significant effect on the quality of financial reports. Simultaneously, all independent variables had a significant effect on the Quality of Financial reports. This study only collected data from 2016-2018 and only consisted of a few samples of provincial capitals in Indonesia. It is expected that in the future competent parties in the field of financial management from government or non-government may provide input and updates in managing finances so that every local government in Indonesia can produce quality financial reports. For further research, it is expected to expand the sample of the

research conducted by adding other indicators considered to have an influence and using data with the latest year.

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Concept Paper on the Efficacies and Twist of Human Resource Management Future with the New Era of Coronavirus Pandemic (Covid-19) for Organizational and Institutional Action

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Abstract

The essence of this paper is eminent to advance the study of Human Resource Management (HRM) in the profound new directions that has been introduced due to the covid-19 pandemic. This particular review elaborates on the following such as: Challenges Caused by Covid-19 to HRM Principles and Practice, HRM Outlook within Continents in this Coronavirus Pandemic, How Information Technology can still grow HRM in new Practices, The Case of HRM Practice in Developing World with Covid-19, How Both National and International HRM Practice is portrayed with Covid-19, Moving Forward with HRM Practice and Covid-19, and Organizational and Institutional Challenges and Demands in HRM Policies and Law. The general conclusion with this new Human Resource Management is associated with massive application of technology that Human Resource Management practices in various organizational operations and ways of doing things in the traditional HRM way has changed. Many of the roles are been performed remotely using internet and relevant HRM laws, applications and policies to deliver in managing work and the people. This is eminent for HRM practitioners and professionals to further educate and train themselves in this covid-19 era to avert themselves with the new principles instituted by organizations and governments in the area of HRM of activities and people. In this review the HRM is been twisted and thereby its efficacies are challenged which is why this new study is important to the practitioners and professionals to adapt and/or adopt.

Keywords: Human Resource Management, HRM efficacies, covid-19 HRM, Internet HRM, Remote HRM

How to Cite:

Adam, A. K. (2021). Concept paper on the efficacies and twist of human resource management future with the new era of coronavirus pandemic (covid-19) for organisational and institutional action. *International Journal of Business, Management and Economics*, 2(4). 288 - 321. DOI: <https://doi.org/10.47747/ijbme.v2i4.455>

1. Introduction

HRM was developed out of labour relations and personnel management in order to make employees happier and more satisfied. With this contention some had the view that HRM was to serve the purpose and aim of only the organization but whatever the issue, HRM was established to boost the morale of employees through employer-employee good relationship. With the coronavirus pandemic has posed a lot of new challenges to HRM in organizational application and practice hence, the way organization recruitment of staff and training them will have to change. The kind of qualities and experience of potential applicants will be affected in one way or the other.

HRM is there to improve the efficiency and effectiveness of organizational objectives through employer-employee satisfaction. In fact, employer-employee relationship will be affected in one way or the other without much physical interactions. This means HRM will now be termed Information Technology Human Resource Management (ITHRM) driven by the coronavirus pandemic. But it is clear that this study is a new phenomenon and so therefore, there are no many peer reviewed journal articles to this context of the submission, although, many featured articles are available and are been considered in the contents of this review.

The purpose of this review and its sub-headings is to dissect the challenges that HRM was already facing in organizational practice and how useful ITHRM can be with this coronavirus pandemic. Its aim is to point out clearly theories that are now challenged in the practice of HRM and the way forward for HRM professionals and practitioners. The objective is to establish new way of studying HRM since human resource management in every organization is been challenged and ways of practicing HRM has changed.

The initial purpose and mission of Human Resource Management (HRM) has been challenged by the coronavirus pandemic. HRM is about people management in the best way to harness their potentials for the achievement of organizational goals. With the covid-19 pandemic, raised awareness to organisations to be robust as to how to survive with HR management as a department that do recruitment and selection of the workforce. Now, due to social distancing been the norm and practice per the covid-19 preventive measures/cautions placed a very disruptive systems to the operation of HRM practice. Most of these challenges has to do with the impact of covid-19 on human resource management by avoiding generalizations (Aitken-Fox et al., 2020).

Aitken-Fox et al., (2020) stated that many organisations have for the first time started using remote working and that Human Resource Professionals as from now have to improvise their daily work. They are of the view that with the covid-19, there comes with a new norm in human resource management practice, which can also be termed flexible in nature. The impact of working practices and welfare of employees are very important to establish in HRM contexts. Although there are countries and institutional nuances and differences at stake. According to a publication with London School of Economics, stated that a research survey carried out with interviews of managers and officers in people management positions first showed an ironic and an expected outcome. For instance, whilst during this pandemic many industries faced difficult and challenging times with negative reports while others are positively affected (Aitken-Fox et al., 2020). Some of these areas that are experiencing positive responses in Australia are public administration, healthcare and social assistance,

mining, finance and insurance. Even though, the respondents are now working remotely without making their positions vacant and working hard by retaining their workforce without any relying on the government subsidies or support. Whiles others freeze hiring of workforce others too are adding more of new recruits to enhance productivity.

Another response indicates that whiles many are predicting organisations increasing their work remotely in the near future, it is not a clear picture that this would be the case. This means that some organizations are not all that troubled in terms of human resource management responsibilities are concerned. By far, that some companies are yet to make decisions about their remote working commitments, as they do not know yet how this remote working system will affect staff performance in terms of productivity. Hence, it is noted that organisations are still doubting and debating as to whether there will be any changes to remote working or not going beyond this covid-19 pandemic.

The third report deduced from the interview is that matters that bothers on the people management topics as the covid-19 has changed many work practices. Therefore, this means that going forward the HRM practitioners will have to stay alert and be responsive to the changing needs and demands of this pandemic. The main factor identified in this exercise is about effects of compliance to the legal systems that needs to be changed to accommodate the pandemic work situations together with internal procedures and policies such as working conditions with flexibility. In this case, it is not all organisations that may need to side-step or ignore certain laws affecting employment in the national context but it has to balance with relevance. Since, work practices and engagements always start and end with HRM professionals and practitioners, they feel valuable during this pandemic since they have to direct and command a lot of workforce to stay in production and customer services. The following are heightened in this survey by respondents that:

- staff to have technology system and setups that are functioning well at home
- provide good supervision
- ensuring effective communication
- productivity and performance management
- support and employee engagement
- redesigning policies for remote working conditions, and
- realigning and designing working conditions and employee benefits

The above shows that the Human Resource Management Professionals and Practitioners roles have increased tremendously and significantly as many organisations are trying to adapt to situations within national context during this covid-19 pandemic.

Further responds indicated that employees' safety and welfare is paramount and crucial in nature. Remote working does not include everybody but only suitable for those it affects directly and situational demands. With the issue of full lock-downs and partial lock-downs across towns and cities calls for employee safety and welfare were important. This will encourage spatial arrangements and demands from the family which calls for new and different HRM expertise to be developed and applied in the organisations.

Lastly, but not the least, this pandemic have made employees and other people to show good behaviour by recognizing and helping one another for business continuity as they show

willingness to collaborate with each other to effect changes. Employees have shown willingness to be flexible and adaptable and follow the necessary changes without any agitation or strike or demonstration. They also showed willingness to learn and grow quickly which enables many organisations to effectively manage the rapid changes. Most organisations could not have smooth working relationships and decision-making towards remote working since some managers have perceived perception that it will affect production and performance. With all these challenges calls for Human Resource Managers and professionals to be more experts in giving advice to other functional managers as to how to effectively manage remote workforce performance. But where there is no trust micro-management is introduced if they are invisible.

2. Literature Review

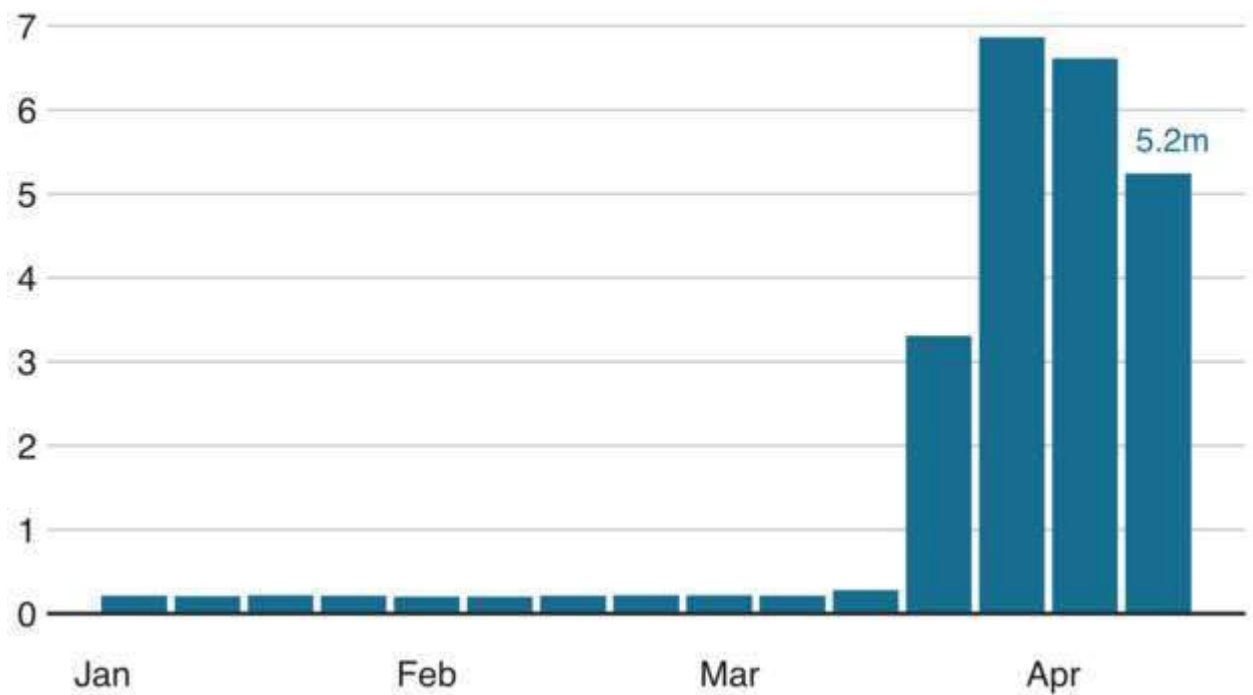
Moving Forward with HRM Practice and Covid-19

Since the covid-19 pandemic is not over yet, it makes it difficult for HR Managers and Professionals to plan their work at once but rather have to think ahead of the covid-19 now that it seems it has come to stay. Hence, moving forward with HRM practice and covid-19 is eminent. Collington (2020), stated that in the past 30 years, HRM functions went through changes, that is, from post-personnel management in relations to staff discipline, welfare, training and development when the workforce was seen as the greatest asset compared to the current human capital management (3 box Ulrich++ model). That HRM profession was seen as key responsibility and function of influencer for multiple stakeholders but it has now become cost control and the protection of shareholder returns. In this view, HRM role has engulfed the changes in economics and business and it is now time for the HRM professionals to reassert their responsibilities and functions that will create sustainability for the workforce and the organization (Collington, 2020). It is also established that the covid-19 pandemic creates a new direction regarding society and the people at work (workforce). The consequence and causes of this are that companies and organisations never waited for any government intervention and support. It is reported that about 20 million Americans lost their jobs and about 1/3rd of all UK youth, under 25 years old lost their jobs due to retail and manufacturing companies been shut down or closed. Therefore, it is now recommended that organisations has to prioritise their needs of the employees, customers, shareholders and the communities in which they conduct their businesses (Collington, 2020).

Moreover, front-line workers had to keep business moving on during the pandemic who are largely the lower paid in the society. The question was how countries manage the needs of their citizens during the pandemic? Have the countries got the necessary resources and industries needed or the supply chain is overly relied upon? The coronavirus can be contracted, tested, and treated but the treatments available are being affected by role and race of people and the economic status. Below for example is USA claim by jobless people and that represent a total claim of unemployment weekly in 2020.

US jobless claims at record high

Weekly total of unemployment claims in 2020



Source: US Bureau of Labor Statistics

BBC

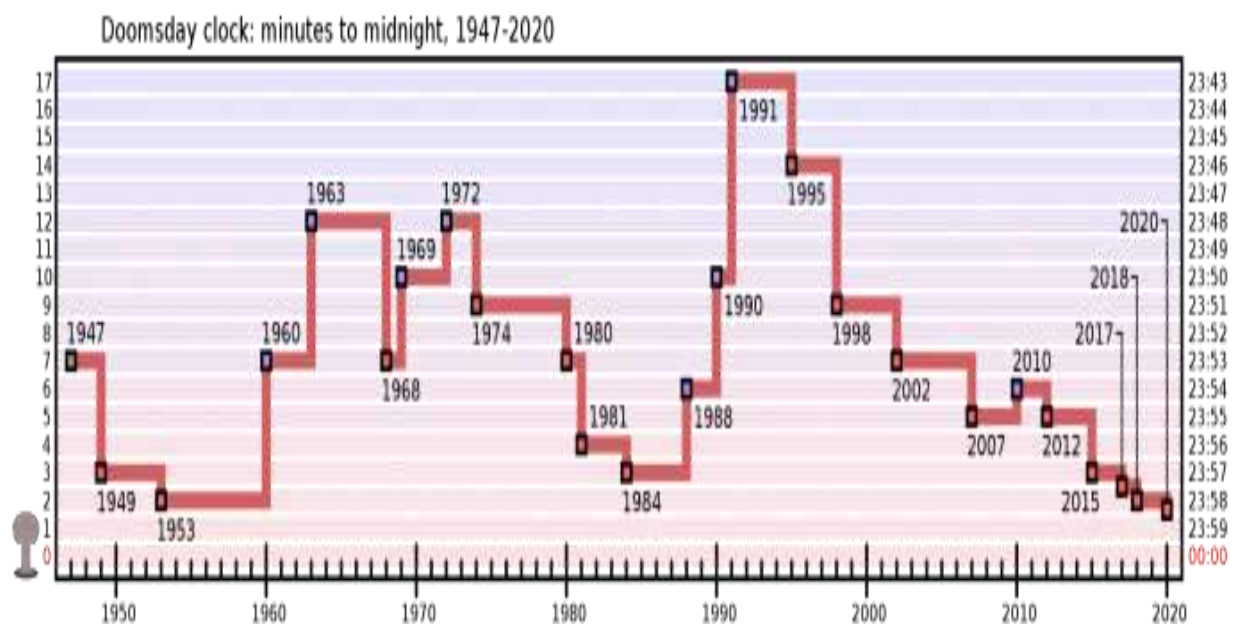
The above shows that only in April 2020, the unemployment claims arose very high which actual means that due to the lock down many people on part-time jobs could not work and also those on contracts have been affected too.

HRM Outlook within Continents in this Coronavirus Pandemic

The coronavirus pandemic has brought about some positives across continents such as people are seen supporting each other and pulling together. For instance, millions of volunteers signed and supporting National Health Service (NHS) in the United Kingdom (UK) together with school technicians used 3D printers and made face shields. The pandemic brought about endless creativity and innovations in the pursuit of sense of belongingness and purposefulness. Most factories are over working to meet demand needs; people changing job roles to earn new income as they lose their original jobs. Working from home was not an option for majority of company's employees but due to the covid-19 pandemic many people now work flexibly from home performing many roles. It brought about love everywhere among employees and people now care for one another as human beings facing the same challenges. This pandemic brought a sense of humour. Above all, it has taught people ways of living significantly with positive effects like the environmental pollution is reduced

drastically. Rushing hours by employees to go to work has somewhat reduced. Families stayed together for a longer period of time.

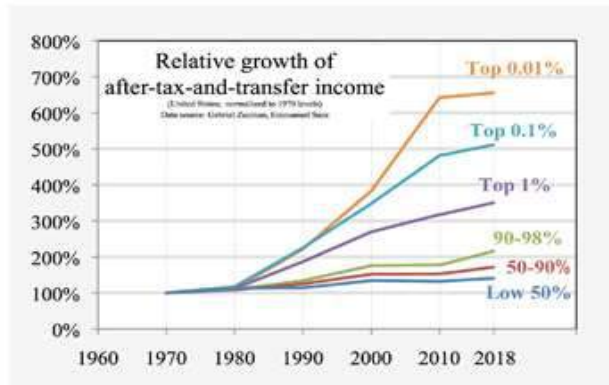
There are more hope looking into the future with the covid-19 pandemic. It does appear as a catalyst for a better life in the future with great awareness towards any further crisis. According to Collington (2020) stated that since 1947, the members of the Atomic Scientist Bulletin predicted the world with regards to the global issues such as pandemics that have negative effects on humanity in which they summarized the total risk using a clock based on the lifespan of human beings on the planet. Below is the clock with appropriate data.



Source: Bulletin of the Atomic Scientists

More issues that are troubling the progress of human beings in the economic sense has to do with the experiment of neoliberalisation model. This model stands for free market values and competition where there is easy movement of capital and trade. Ironically, the introduction of this model is seen to have some effects on human progress as follows:

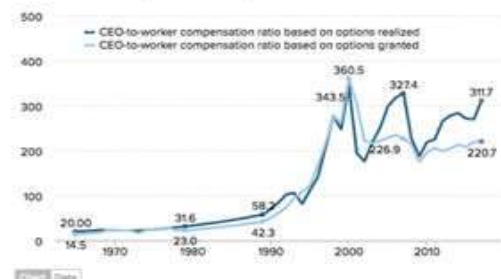
It increases the gap between the poor and the rich, and also, increases extreme income inequalities in the society. The current richest man in the world is Jeff Bezos, whose fortune grow up to £140 billion in 2020 due to the consequence of coronavirus pandemic (Collington, 2020). That in 2010, the richest people representing only 10 had a total wealth of \$296.8 billion compared to an increase of \$822.5 billion in 2020. It is estimated that about 26 of the world richest people own half of the world wealth of the global population. The following diagrams depicts the realities of the world wealth distribution and ownership of wealth.



Data source: Gabriel Zucman, Emmanuel Saez

CEOs make 312 times more than typical workers

CEO-to-worker compensation ratio, 1965–2017



Notes: CEO annual compensation is computed using the "options realized" and "options granted" compensation series for CEOs at the top 350 U.S. firms ranked by sales. The "options realized" series includes salary, bonus, restricted stock grants, options realized, and long-term incentive payouts. The "options granted" series includes salary, bonus, restricted stock grants, options granted, and long-term incentive payouts. Projected value for 2017 is based on the change in CEO pay as measured from June 2016 to June 2017 applied to the full-year 2016 value. Projections for compensation based on options granted and options realized are calculated separately. "Typical worker" compensation is the average annual compensation of the workers in the key industry of the firms in the sample.

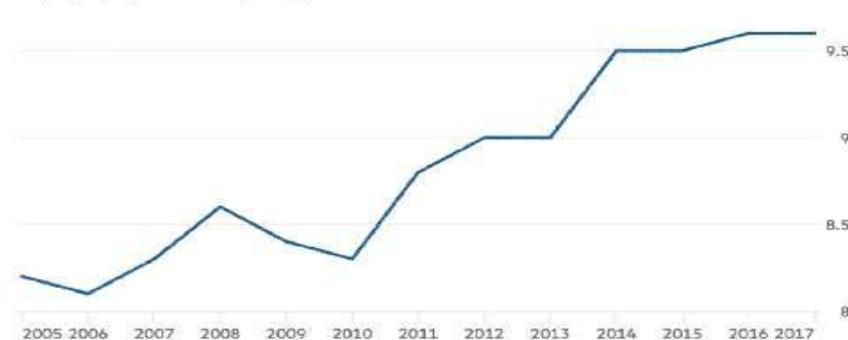
Source: Authors' analysis of data from Compustat's ExecuComp database, the Bureau of Labor Statistics' Current Employment Statistics data series, and the Bureau of Economic Analysis NIPA tables.

Data source: Economic Policy Institute

The theory behind the neoliberalisation assumed that everybody gets the benefits from top-down approach of growing economies, but the realities in other parts of the work especially in the African continent proves opposite. Whiles employees' salaries and wages are stagnated, many CEOs compensation packages and salaries are sky rocketing just as in 1975, about 500 CEOs compensation packages was 25 times their workers and in 2017 it went up to a ratio of 312 high. The pay and benefits disparities are there everywhere in the world. In the USA and EU, the poor working class continues to grow high and it is much worst in the African countries where data and statistics are scanty or unavailable to analyze. The bottom line of these narratives is that there is no true top down effect. Below is a diagram that shows the poor working-class data in EU.

Share of EU working poor on the rise

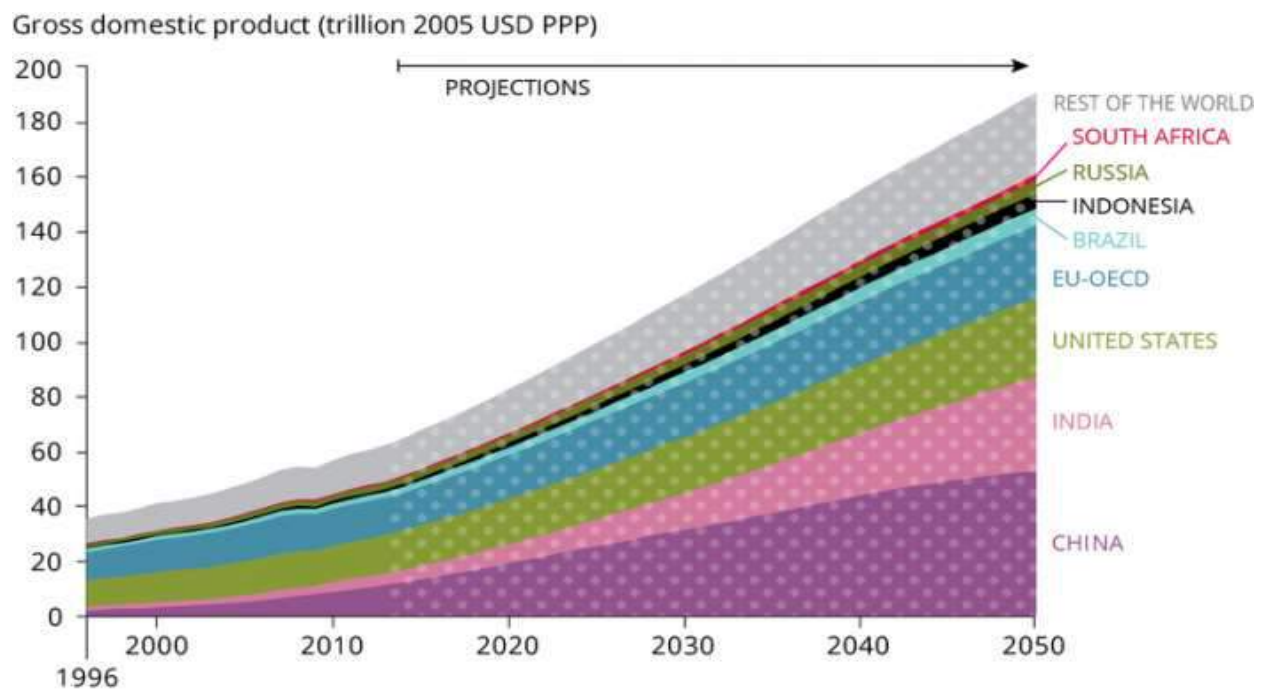
Employed people at risk of poverty, %



Workers who live in a household with an income below 60% of the national average income

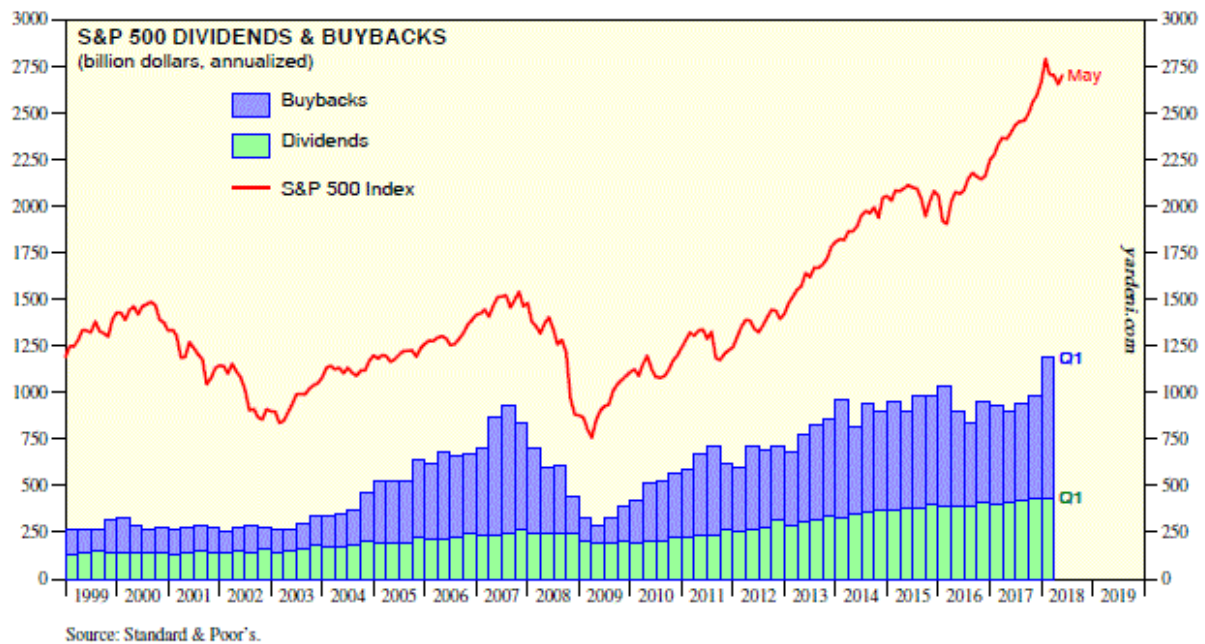
Sources: Eurostat, @valentinarmel
& FT

It is basic that businesses determine their success and achievements through the growth in revenue, shareholder returns and profits. The assumptions that countries have against their growth is Gross Domestic Product (GDP) which is measured as creating more wealth through taxes for public good. Whereas the global GDP is suggested to grow in doubles within the next 25 years whereby the social prices and environmental conditions for this growth is predicted to be too high. Below diagram is the Gross Domestic Product (GDP) in Europe.

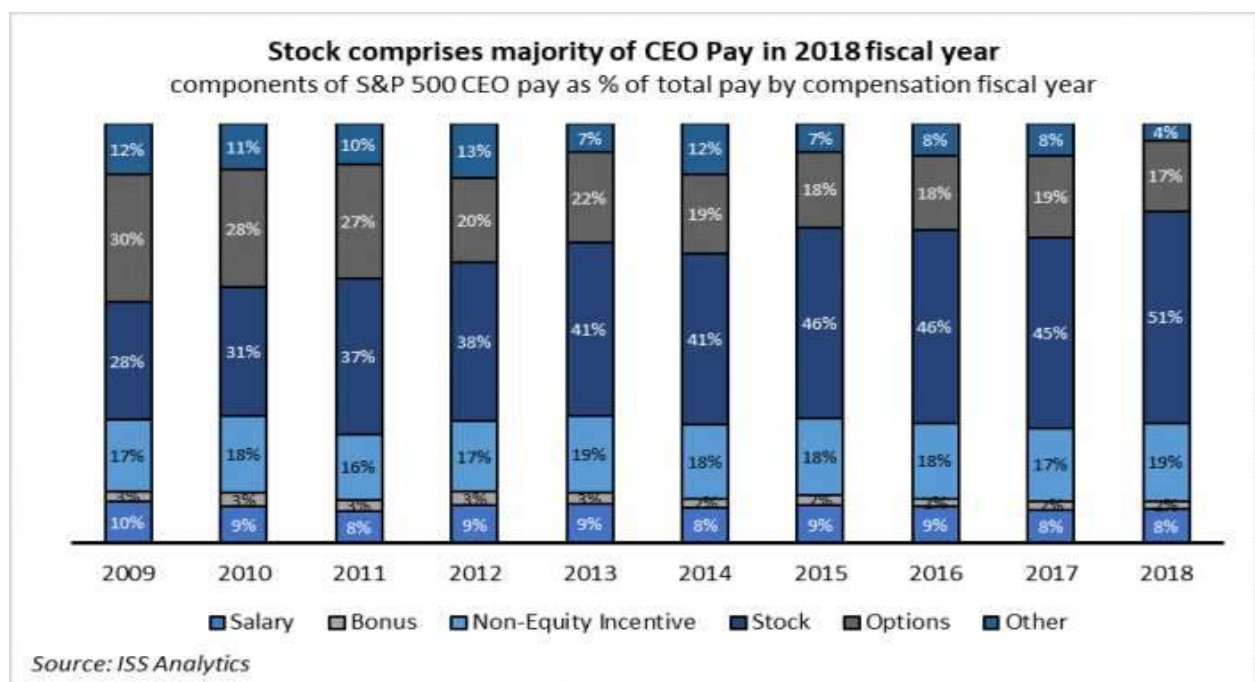


Source: European Environment Agency

The picture in the above diagram depicts that businesses financialization has been unchecked progressively for the past 40 years, though, it only protects the interest of the shareholders returns. In the United States, 25% of all corporate profits is taken and paid towards the fast growth which rather provides very high interest investment. The financial sector of the USA accounts for only 4% of jobs as against GDP of 7%. The system only redirects money away from workers, Research and Development, and the communities. Below diagram represents dividends and buybacks by corporations.



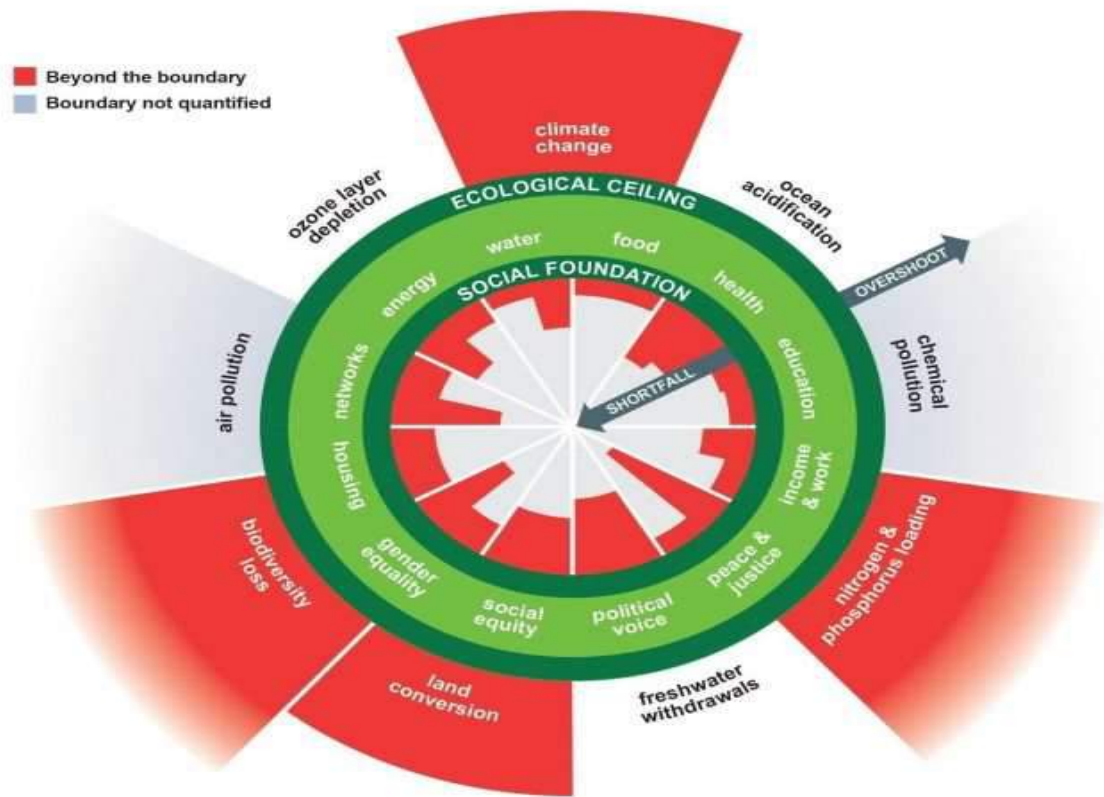
From the diagram above, CEOs compensation packages are overly linked to share prices with a shift to stock related compensation which was about 28% to 51% in 2009 and 2018 respectively. The facts show that when CEOs compensation is proportioned directly linked to the stock prices then it makes situations worse from medium term to long term performance of the businesses. Below diagram shows clearly the CEOs pay in 2018 fiscal year as discussed.



Studies of neoliberalisation show that privatization of public sector services to be a good move but the public sector is rather demonized and made inefficient by media and through degraded or reduced funding. Thereby deregulated those companies and sold off as a piecemeal to private entities with the intention to provide better services to the society but they rather serve and providing shareholders returns as priority. What is seen as common is the positives and benefits that the wealthy class enjoy through their clubs, conferences, meetings, joint ventures, mergers, and creation of wealthy society as status are all the effective ways and good traits of society where the expectation is wealth sharing, supporting one another, and collaborating among themselves. Due to the rise of wealthy class globally, in 1980s their influence caused the reduction of working-class where power was centered and the laws affecting governments where changed to suit the rich. This has been the case globally ever since.

They lobby government to change laws to suit them more than the working-class. The situation caused here is that there is a gap between the reality of neoliberalization implementation and the theory where all is ignored by the advocate institutions. For instance, under the free market which underpins as good in this world through reduction of restrictions in the private sector and on trade but as soon as businesses goes wrong, they place it on something else. For example, they will say because of restrictive laws by government or the leaders or workers let the company down. This attitude was the main cause of the 2008 crash because of human greed in selling mortgages as sub-prime supported by false evaluations and poor credits. The irony is that governments have stepped in to support businesses during the global banking crises in 2008 and now this covid-19 pandemic which at normal times those companies would have refused government interference. Evidences show that global tax regulations haven't been favourable with globalization of those big corporations because many of the top big companies have evaded corporate taxes and by this many of them have moved their business to the poor countries where taxes are very low and/or negotiate themselves for tax havens and it is given by those poorer nations especially in African countries.

Collington, (2020) recommended that people with age up to 40 years now should never think that the way countries are being governed and run by leaders has been the only best way, that no, people made choices and so therefore new choices can be made the same way to tune to the current circumstances. This clearly shows that policies made 40 years ago has failed the world and therefore new ways of doing things and new systems are needed to pave the way forward. It is stated that this covid-19 pandemic could cause companies in the future fundamentally, a shift as to how they would be judge on the bases on how they supported and treated their people during the pandemic, a statement by Mark Carney (a retiring governor of the bank of England) made this in the Economist (Collington, 2020). The diagram below show the doughnut economics.



Source: Collington, (2020), Doughnut Economics

The above model consists of rings or circles, inner and outer. The inner circles are the resources we all need as it is sufficient for us to lead a good life such as; food, houses, clean water, energy, sanitation, education, democracy and healthcare. These are the deprived people living in the inner ring. Whereas the outer circle includes the earth's environmental limits which rather goes beyond as the environment is being polluted and becomes dangerous to the living world, and loss of species. The portion between the two rings or circles is labelled ecologically safe and socially just space where people have to strive to live. Therefore, the purpose of economics in relation to the HRM is to help direct and support us to enter inside that space and live there permanently. Hence, people must focus their time and energy and make sure they live within the boundaries of the doughnut, which HRM professionals and practitioners must play a greater role as they manage and deal with people.

The distinction between HRM and Economics as studies show is that Economics lay the foundations of theories and models of how resources can be used beneficially whereby the HRM then deal with the people in order to effect those benefits by applying its principles and objectives.

Collington, (2020) concluded on the role of HRM of people and team from 2020 onwards as follows:

- There is the need to establish refreshed roles where HRM practitioners and professionals will have to be challenging, brave, and working together to create new professional standard and better consistent systems by which company objectives and the people can grow.
- Also, there is the need to shape the organisations, its leaders, and by ensuring and directing the best way to work is a big responsibility on the shoulders of those practicing HRM to deliver.
- That the core role of the term ‘People Team’ is ensuring that the culture, values and the purpose and objectives of the organization are fully interconnected with the stakeholders such as a business model that create and distribute value to its consumers and customers, investors, employees, and also beneficial to the planet. Moreover, listening to the voice and contribution of employees as well as the advocates made towards company decisions. As such, shareholders or investors must be created and recognized towards the long-term benefits of the objectives of the organization.
- This coronavirus pandemic has enabled practitioners to identify people teams in HR management structures and a shift from few strategic relationships with top managers as the intermediary for the business and understands the situations within the layers from bottom staff to the executives.
- Communication and skills gaps for each level must be planned clearly to include career and flow of information.
- The people team must be experts in building career networks that broadens employees’ opportunities that fits into the demands of the organization, the individual and the society they live in.
- The people team’s role is to promote a new employee-employer paradigm relationship such as Commercial, Adult, and Partners (CAP). Commercial because we make business to work and flourish, Adult because we are all adults and hence, we communicate with mutual respect, this is how things are achieved working together. Partners because we are peers whatever the position of the organizational structure.
- People Team’s role will build teamworking model and new leadership and also creating better employee wellbeing.

Organisational and Institutional Challenges and Demands in HRM Policies and Law from Covid-19

From the emergence of covid-19 has shaken the operations and existence of Organisations and Institutions and thereby a challenge for Human Resource Management professionals and practitioners to handle. Wright (2020) suggested that due to news and information about the coronavirus which at times seems contradictory and brought about confusion and anxiety to companies. The following are guidelines provided to support HRM practitioners and professionals:

- Follow directives and stay informed – that is prepare to listen to government broadcast about the coronavirus to enable HR managers to further implement within their organisations.

- Prevention Practices must be followed – it is important to constantly remind the workforce to comply with the following general and basic practices for prevention and spread of the diseases.
 - a. Regularly and thoroughly wash your hands
 - b. When to sneeze or cough, cover your nose and face with either tissue or into your sleeve or handkerchief but not with bare hands.
 - c. Do not touch your eyes, mouth, and nose when you do not wash your hands or with sanitizer.
 - d. Constantly and routinely clean areas or surfaces that are touched at your workplace like countertops, workstations, and doorknobs.

It is advisable for employers to encourage these practices by providing soaps, tissues, and disinfectants and wipes throughout designated workspaces. Just as the following precautions:

- Get your temperature taken if you feel ill or if you are sick with fever do not come to work.
- And notify your supervisor or manager if you are sick and have to stay at home.
- If one has symptoms of acute respiratory illness, do not come to work and stay home until you are free of it.
- If any member of your household or yourself contracts the coronavirus, kindly inform your HR Manager or department where they may refer to CDC guidelines as to how to conduct a risk assessment against potential exposure.

There is the need for Sick Leave Policies to be reviewed by HR departments to be certain that they are in line with the public health directives and order, and are flexible. The HR Manager must make sure that the organizational policies conform with any paid sick leave laws applicable to the employees. More importantly, employees who do not have paid sick leave or time would be reluctant to call in sick, hence, consider creating an interim public health emergency sick leave plan which will include paid sick leave or increase in sick leave pay of a category. It must be made clearly to staff that should in case one turn up to work and it is observed that the person has symptoms of illness that includes but not limited to wheezing, coughing, or other form of illness will be sent home and would be directed to go for medical checkup.

Even though, employers are mandated to request fitness-for-duty test and clearance daily at work and also from a doctor as it is eminent, but such test and clearance need to go through ADA's "job related and consistent with business necessity test." Fitness for duty test and clearance purpose it to determine whether an employee reporting to work can work effectively and efficiently without any health treat or substance abuse such as drinking and drugs and/or whether a staff who has been off sick for some time can return to work without jeopardizing others as threat. This one is normally done by a doctor with a confidential report to the employer.

In the USA, the House of Representatives has passed the Families First Coronavirus Response Act (HR6201) on 14th March, 2020 with emergency supplementary appropriation for the fiscal year ending 30th September, 2020 which includes but not the least, The Paid Sick Days For Public Health Emergencies and Personal Family Care Act, and The Emergency Paid Leave Act of 2020. Additionally, the act again states that in the event of a public health

emergency that each worker must be given additional paid sick time which is equivalent to what the worker would have earned regularly for a continuous 14 days period of work. And this must be enjoyed by employee as soon as the public health announces emergency without any reference to how long the employee has been employed. But it is only for existing employees where they can take the time as they schedule to take it and not the employer specified schedule. It is also added that if employer has over 50 or few numbers of employees, they may apply to the Secretary of Labour for reimbursement of such wages spent or lost.

The issue of hours of work and wages stated clearly that people who are not working are not entitled to this payment under the Fair Labour Standards Act; therefore, employers must review their contracts of employment, policies and practices that provide exceptions to the original rules, and collective bargaining agreements. Such payment by employer is due to the coronavirus pandemic which is in the best interest of the organisation. The issue of work interruption and business should alert employers to have their business plans against any eventuality or unexpected closure or working with few selected employees for a short period of time. Business policies that already have working home policy must be reviewed to ensure enough flexibility to comply with a potential quarantine or isolation. Employees whose work directly onsite may be relieved of their duties if the employer considers to modify their job titles, work requirements, duties and responsibilities, and give permission for remote work during this covid-19 pandemic. But remote workforce must be proactive and effective in nature and no or less disruption. At least the company intranet and databases and websites materials must be made easily accessible to the remote workers. It is now important and advisable for all organisations to have a policy on remote working written down.

The issue of public gathering and travelling has been restricted by the government and so is the same employers must comply by permitting those restrictions in their business and employees personal travels. If an employee travels to coronavirus affected area and wishes to return to work, the employer should ask the employee to stay away from work for the period of 14 days as self-quarantine. Should incase the company is to hold a meeting or any other form of gathering, then the following guidelines must be followed:

- Make it flexible by offering employees opt-out policy with no any consequences
- Wellness kits like fact sheet on the virus, sanitizers, tissues etc., must be made available to employees at the gathering.
- Voluntary participation by employees must be obtained in writing.

New HRM challenges may arise on a daily basis due to the continuous unprecedented national and state responses and reports on covid-19 pandemic. Further challenges presented by HR Daily Advisor Content Team (2020) stated that there must be a policy on office cleanliness and hand washing which can limit the spread of the coronavirus and the type industry or program will determine the circumstance. For example, child care, health care, and food preparation will all have different rules since industries are not the same. If employee is asked to stay away from work due to covid-19 pandemic will not be fair to count it as absenteeism. In this pandemic, an employ may be asked to stay home by the employer or as a mandatory requirement government as public health authority. Hence, it will be very difficult to terminate an employee contract based on absenteeism in such circumstance. It states legal considerations must be given such as Consolidated Omnibus Budget Reconciliation Act

(COBRA) administration depends on notices that are sent within specified time periods, which are measured around the occurrence of an event that is qualified. For instance, an employer has its qualifying event to notify the plan administrator within 30 days period. According to Fair Labor Standards Act (FLSA) stated that employees on a personal journey and has been quarantined, the employee is not entitled to wages, no matter how the considerations regarding the exemption and non-exemption. However, the partial-day absence rules for employee exemption still apply. Paid time off is also applied when necessary and as appropriate and it can be deducted from business travels if the absence is not occasioned by the employer. But employer is liable if it occasioned by the travel. Also, according to the Internal Revenue Service (IRS) guidelines 2020, that healthcare benefits such as High-Deductible Health Plans (HDHP) may be treated and cover covid-19 testing without jeopardizing participants' eligibility for Health Savings Account (HAS). Health Insurance Portability and Accountability Act (HIPAA), can create nuisance for many sponsor plans as they measure the privacy rights of an employee or dependent who has contracted covid-19 which includes any deductions or cost sharing as stated by IRS. Basic requirements of HIPAA still apply even in a public health emergency, which is the most important thing to remember.

Occupational Safety and Health Acts (OSH Act) stated under its guidelines that, it is an obligation for employer to provide safe workplace. Worker Adjustment and Retraining Notification Act (WARN Act) provided that employers should keep in mind when they are to lay off workers due to loss of business during this covid-19. Advance notice is required by law to employers to provide them to employees in significant amount of time before layoffs. Unemployment benefits is also a major law that most states have a one week or seven (7) days waiting period to claim this benefit but some have waived it or are considering to waive it as it is a requirement to address covid-19 related cause of temporary furloughs/absenteeism/leave of absence.

Whistleblowing is another law that deals with employees who may refuse to report to work due to them being afraid of coronavirus exposure or contraction. But this will depend upon the nature of the exposure and potential risk. Worker's Compensation is also considered for example, getting flu while on a business trip is not covered by the worker's compensation simply because it can happen anywhere you can be not just on that business trip.

How Information Technology can still grow HRM in new Practices

Human Resource Management Practice by professionals is been disrupted by the coronavirus pandemic, which many companies have to resort to remote or home or virtual working. This actually caused managers to rethink about HRM Roles with the coronavirus pandemic. Lewis (2020) stated that in order for organisations to prevent the spread of the virus they switched to remote work model at a phenomenal level they never imagine. In this regard, the face-to-face contacts at work is being replaced with videoconferencing like zoom, and email which implies HR Managers are doing difficult jobs in difficult times. It is not only about the employees' health and safety or wellbeing that HR professional are worried about but also concern about processing of paperwork and provision of solace or comfort to the millions of employees who have lost their jobs or furloughed. HR Managers are striving day-in-day-out to keep employees who are still on the job productive, engaged and connected, and motivated, that is, all the factors that are related to the new norm. But what is clear is that most I.T.

companies before the existence of covid-19 have been working remotely as part of their duties at work or employment. So, in that case, remote working is not all that new to most I.T companies.

Remote Working may become permanent (Lewis, 2020). That the number of organisations using telecommunication in the USA has increased up to 159% just between 2005 and 2017. The current data shows that about 4.7 million people in the USA are using telecommunication, which is an increase from 3.9 million in 2015. Information Technology companies are already remote workers at most, hence, no need to write more about them. The important aspect of HRM function in the use of Information Technology that is needed to manage and control the remote working are as follows:

Staff Attendance/Register—companies have to be robust with the kind of software and database they are using to monitor staff reporting to work remotely. This implies that time table of work schedules must be made available to staff via the online system adopted with proper training and awareness creation. Staff should be able to log-in and sign in at work and such data or register is captured for reference and processes.

Staff Performance – The online systems adopted by the companies should be able to check the performances and delivery of staff whiles they work remotely. Clear measures such as daily targets and reports of work done for the day or at all times based on schedule must be logged on to the system for appraisal purposes.

Coordination of Routine Work – It is important that the companies built in an integrated system that will check for daily patterns of work by staff whiles they work remotely in disperse manner. A robust system must be developed for the purpose of cross-checking staff work at all times.

Supervision – Supervisors have a great role to play in the efficiency and effectiveness of the entire staff work delivery according to responsibilities given. Hence, reporting system for supervisors' is eminent to help them to keep to staff attitude and character with their works.

Honesty and Truthfulness – Remote working gives an opportunity for staff to work by showing how honest and truth they are when there is no direct supervision or direct control from managers. Staff gets the chance to build on trust and integrity at work so that there will not be a question of low productivity. Honesty and truthfulness are the watch words when it comes to remote working. This means accurate reports and accounts of work must be reported without any discrepancies.

Leave of absence – Again, it is important for the online system to adopt a database that will capture leave of absence since staff is already working from home or remotely. This will make sure that staff do not abuse the remote working as a holiday from work and thereby not concentrating on their responsibilities. If staff is going to be off duty then that must be dully captured so that proper performance and responsibilities are measured accordingly.

How Both National and International HRM Practice is Portrayed with Covid19

As the covid-19 brought a lot of uncertainties in to the world of practices, especially, HRM responsibilities has been hit hard across the globe because it is about people management and that has been attacked by this pandemic. National and International practices have to change

to suit the current phenomenon, so that, new ways of people management techniques will emerge to propagate the importance of HRM at workplaces. Deloitte (2020) reported on workforce strategies in this pandemic, which has been of the view that eminent crisis responds have to do with essential services, virtualization of education and work, and staff health and safety. The report saw three categories of the covid-19 pandemic which HRM leaders must note as *recovering, thriving, and response (RTR)*. Recovering in the sense that nations have to learn about this emerging pandemic more seriously, thriving to shape this new norm for all future workplace prosperity, and respond by dealing or tackling this covid-19 and manage its continuous distractions to work processes and responsibilities. The report indicated clearly that, HRM practitioners must now focus their attention towards the recovering in order to ensure that companies are prepared to thrive beyond this pandemic.

They are five (5) critical actions namely recommitment, re-engagement, reflection, rethinking, and rebooting the new norms that HRM leaders must reshape their focus on. Also, organisations must create multiple crises response scenarios as a plan within time frame to tackle these covid-19 distractions to work. Organisations must have plans to deal with the contraction of the pandemic which seem unlikely to end soon. Therefore, future planning is very important to help organisations to stay relevant and productive in this trying times of the coronavirus pandemic. For instance, it is recommended that HRM workbooks must be established in order to troubleshoot any problem that this pandemic pose to management of people process at work. Though, not all the questions can be addressed in the workbook as it will evolve around the covid-19 challenges.

In the Deloitte report, it indicated clearly what the workbook should look like as if the HRM leaders develop it as follows:

Within the work in particular the following must be developed as part of the plan to promote good work continuity. These are command centre, work design, travel, employment brand, software, hardware, digitization, analytics, community partnerships, regulatory and legal, vendor management, and a page for notes or remarks taking.

Within the workforce itself which determines the capabilities and affordability of the workforce has the following areas to be designed. These are scenario planning and alternative labour strategies, people strategy or operational plan, benefits plan, workforce experience, leadership, talent processes, and notes page.

Within the workplace the following are to be established, namely, health and safety, and workspaces, notes page.

According to Brown (2020) presented answers to key questions regarding overview of countries as follows:

In Brazil, it answers the question “what are an employer’s main legal obligations?” The following are considered as the legal liability at workplace regarding coronavirus pandemic: -

- Providing healthy workplace
- Employees with symptoms must be asked to go for examination rather than the usual medical routine examination
- Only government can apply the measures and laws passed under the covid-19 laws

Another question answered is “do I need to prepare for and have in place a workplace plans to deal with Covid-19?” That there is no law put in place against employers specifically, to have covid-19 preventive and response plans at workplace. Though, the Federal Government rather recommends to employers to have some contingency plan just in case there is any outbreak of covid-19 infections among employees. These measures should include quarantining individual affected with the infection, following hygiene protocols, use of masks mandatorily, and monitoring of employee health and safety to work by company physicians.

The third question that is been answered is “what should a workplace covid-19 response cover?” The ministry responsible in Brazil has issued guidelines regarding preventive measures against the covid-19 pandemic online. The other questions are:

- “can I direct my employees to go home or stay at home if there is an outbreak?” – Yes
- “can I direct an employee to see a doctor?” – Yes
- “do I have to continue to pay wages and provide other employment related entitlements during covid-19 outbreak?” – Not necessarily. The Brazilian government introduced many laws which enables employers to suspend employment contracts or agreements temporally and also to reduce employee workload, wages and among others.
- “can I quarantine certain staff to certain parts of an office or send them to a different office?” - Yes, for all and no discrimination.
- “can I direct my employees to report suspected cases of covid-19?” – There is no specific law in Brazil requiring employers to report suspected covid-19 cases. And appropriate measures already discussed can be applied.
- “can an employee lawfully refuse to attend work if there is a covid-19 outbreak?” – Yes
- “can I screen employees and customers before allowing them to enter the workplace?” – No. Individual health data is considered sensitive.

In France, since 16th April, 2020 an update on confinement was issued whereby some public places were shutdown, meeting involving more than 100 people was prohibited, traveling was restricted unless reasonable distance like home and work, buying food, health reason etc.

The following were the questions that was answered:

- “what are an employer’s main legal obligations?” – Labour code and case law regarding workplace health and safety of employees must be followed. Pay employees accordingly, and companies must take health insurance as required by law.
- “do I need to prepare for and have in place a workplace plan to deal with covid-19?” – companies are advised to setup a business continuity plan per the ISO requirement 2230:2019. Must have risk assessment document for regular updates.
- “what should a workplace covid-19 response plan cover?”—It must be a wider global like prevention plan and the French government has issue guidelines.

- “can I direct my employees to go home or stay at home if there is an outbreak?” – Yes, only when the employee is from infected area or is having symptoms. Remote work is recommended.
- “can I direct an employee to see a doctor?” – No. It relates to privacy.
- “do I have to continue to pay wages and provide other employment related entitlements during covid-19 outbreak?” – if it is by public authority (quarantine) for employee to stay home. Also, if the employer requires the employee to stay home, if employee decide to stay home, and if the employee provides sickness certificate.
- “can I quarantine certain staff to certain parts of an office or send them to a different office?” – employees returning from risky places or in contact with infected person, and employee having symptoms.
- “can I direct my employees to report suspected cases of covid-19?” – it is legitimate for employers to ask employees to report cases.
- “can an employee lawfully refuse to attend work if there is a covid-19 outbreak?” – employees have the right to refuse to work under the French Labour Code (right of withdrawal).
- “can I screen employees and customers before allowing them to enter the workplace?” – Yes, government has issued directive on fever-testing for people visiting their sites and should be an internal measure by notification.

In Germany, as at 5th May, 2020 the following were the answers to the 10 questions:

- “what are an employer’s main legal obligations?” – employers must take action to ensure health and safety at workplace: Health and Safety at Work Act, Infection Protection Act, contract of employment, the BGB and the virus acts and ordinances regarding the relationship between employer and employees.
- “do I need to prepare for and have in place a workplace plans to deal with covid-19?” – no express legal obligation to employers in Germany to have covid-19 response plan, but all must ensure BGB. Employers can prepare detail plan.
- “what should a workplace covid-19 response plan cover?” – Must include all measures that will cure or mitigate the coronavirus pandemic.
- “can I direct my employees to go home or stay at home if there is an outbreak?” – Yes, but it depends on the circumstance.
- “can I direct an employee to see a doctor?” – No. there is no general rights to this.
- “do I have to continue to pay wages and provide other employment related entitlements during covid-19 outbreak?” – Yes, as a general rule which an employer may recoup some of the benefits and compensations paid out.
- “can I quarantine certain staff to certain parts of an office or send them to a different office?” – Yes, but unless otherwise stated by the employer.
- “can I direct my employees to report suspected cases of covid-19?” – Yes, but it depends.
- “can an employee lawfully refuse to attend work if there is a covid-19 outbreak?” – Generally, No, but there may be exemptions to apply.

- “can I screen employees and customers before allowing them to enter the workplace?” – unless the employees give their express consent.

In Hong Kong, as at 8th April, 2020 the following were the answers to the 10 questions:

- “what are an employer’s main legal obligations?” – ensuring health and safety, contract of employment terms must be complied with and the employment ordinance, complying with the Disability Discrimination Ordinance (ODD), complying with Personal Data (Privacy) Ordinance, and an employer may also review its employment policy.
- “do I need to prepare for and have in place a workplace plan to deal with covid-19?” – No legal obligation in Hong Kong.
- “what should a workplace covid-19 response plan cover?” – Guidelines has been set out by the Centre for Health Protection, which advises on the prevention of severe respiratory disease associated with a novel infectious agent in workplace.
- “can I direct my employees to go home or stay at home if there is an outbreak?” – Yes, but it depends.
- “can I direct an employee to see a doctor?” – Yes, but it depends.
- “do I have to continue to pay wages and provide other employment related entitlements during covid-19 outbreak?” – Yes, the employment contract will continue during the covid-19 pandemic.
- “can I quarantine certain staff to certain parts of an office or send them to a different office?” – it depends but it is also possible.
- “can I direct my employees to report suspected cases of covid-19?” – Yes.
- “can an employee lawfully refuse to attend work if there is a covid-19 outbreak?” – it depends but it is also possible.
- “can I screen employees and customers before allowing them to enter the workplace?” – Maybe, depending on the outbreak.

In the Kingdom of Saudi Arabia, as at 10th April, 2020 the following 10 questions were answered accordingly:

- “what are an employer’s main legal obligations?” – employers must always comply with the rules, regulations and laws of the Kingdom of Saudi Arabia. Saudi Ministry of Human Resource Management and other governmental ministries during this covid-19 pandemic issue frequent guidelines which must be adhered to.
- “do I need to prepare for and have in place a workplace plan to deal with covid-19?” – There is no currently any formal requirement for workplace plan to be put in place. Employers are advised to following the pandemic guidelines and circulars.
- “what should a workplace covid-19 response plan cover?” – preventive measures such as cleanliness, protective items supplied, etc.
- “can I direct my employees to go home or stay at home if there is an outbreak?” – All employees must now work remotely due to the 24-hour curfew imposed on the major cities.

- “can I direct an employee to see a doctor?” – depending upon the circumstances, an employer may direct an employee to seek medical and safety clearance from a doctor before allowing him or her to enter the workplace.
- “do I have to continue to pay wages and provide other employment related entitlements during covid-19 outbreak?” – According to an issue on 6th April, 2020 by the Saudi Ministry of Human Resources and Social Development for up to 6 months period, employer is permitted to give the following three (3) main options to employees. These are annual leave, unpaid leave, and renegotiating contract.
- “can I quarantine certain staff to certain parts of an office or send them to a different office?” – employers much follow the government circulars and with subject to the contract of agreement of employees.
- “can I direct my employees to report suspected cases of covid-19?” – Yes.
- “can an employee lawfully refuse to attend work if there is a covid-19 outbreak?” – Yes.
- “can I screen employees and customers before allowing them to enter the workplace?” – Yes.

In the United Arab Emirates, as at 3rd April, 2020 the following are the answers:

- “what are an employer’s main legal obligations?” – the Ministry of Human Resources and Emiratisation resolution no. 279 of 2020 was passed to support private sector business in UAE by allowing them to adopt certain measures during the pandemic. Redundancy cases are to be dealt with.
- “do I need to prepare for and have in place a workplace plan to deal with covid-19?” – Yes, in the area of health and safety at work for all employees.
- “what should a workplace covid-19 response plan cover?” – the plan should cover the preventive measures, disinfecting the workplace at all times, awareness creation to everybody etc.
- “can I direct my employees to go home or stay at home if there is an outbreak?” – question 1 answer is referred to.
- “can I direct an employee to see a doctor?” – depending upon the circumstance, yes, employer may require employees to obtain doctors clearance before they can enter the workplace.
- “do I have to continue to pay wages and provide other employment related entitlements during covid-19 outbreak?” – question 1 answer is referred to.
- “can I quarantine certain staff to certain parts of an office or send them to a different office?” – generally, yes, as it is reasonable.
- “can I direct my employees to report suspected cases of covid-19?” – Yes, under UAE federal Law No. (14) of 2014.
- “can an employee lawfully refuse to attend work if there is a covid-19 outbreak?” – Yes.
- “can I screen employees and customers before allowing them to enter the workplace?” – Yes.

In the United Kingdom, as at 29th April, 2020 the following answers were provided for the 10 questions:

- “what are an employer’s main legal obligations?” – employers are subjected to several framework as obligations, some are in the common law, statute and regulations. And in the Europe, it includes the Health and Safety at Work Act 1974, European Council Directive 89/391, Coronavirus Act 2020 etc.
- “do I need to prepare for and have in place a workplace plan to deal with covid-19?” – Every organization have plans in continuity but it will be good for them to review them in this pandemic or amend the existing and communicate that to employees.
- “what should a workplace covid-19 response plan cover?” – government guidelines must be studied and followed. Especially, the Action Point Checklist.
- “can I direct my employees to go home or stay at home if there is an outbreak?” – It will very much depend on the individual contract.
- “can I direct an employee to see a doctor?” – stay at home guidelines must be followed as the current government guidelines encourages employees to work at home, if possible.
- “do I have to continue to pay wages and provide other employment related entitlements during covid-19 outbreak?” – government introduced the Coronavirus Job Retention Scheme, simply known as Furlough Scheme. Employers can apply for grants up to 80% of the employee regular wage or £2500 per month, whichever is the lowest.
- “can I quarantine certain staff to certain parts of an office or send them to a different office?” – key staff are identified with. Though employees may not contest this decision since it is pandemic.
- “can I direct my employees to report suspected cases of covid-19?” – Yes.
- “can an employee lawfully refuse to attend work if there is a covid-19 outbreak?” – this only applies to few skeletons of staff because the pandemic is already in session with restrictions.
- “can I screen employees and customers before allowing them to enter the workplace?” – Employers try to do this at workplace. The first legal issues are trickier. Also, human rights and civil liberties issues may start if such test is not available for staff to get tested. By and large, employers owe it a duty to apply reasonable care for employees at workplace.

In the United States, as at 20th April, 2020 the following 10 questions were answered accordingly:

- “what are an employer’s main legal obligations?” – this include health and safety at workplace, comply with applicable stay at home guidelines, comply with wage and hour obligations under fair Labor Standards Act together with other related states laws etc.
- “do I need to prepare for and have in place a workplace plan to deal with covid-19?” – No specific legal obligation for employers in the US.
- “what should a workplace covid-19 response plan cover?” – Interim Guidelines for Businesses and Employers have been set out on preventive measures by the US Centers for Disease Control (CDC).

- “can I direct my employees to go home or stay at home if there is an outbreak?” – Yes, but any work from home policies must be complied with nondiscriminatory.
- “can I direct an employee to see a doctor?” – if the employee absent himself from work due to his own illness then the employer can require him to obtain doctors certificate before returning to work.
- “do I have to continue to pay wages and provide other employment related entitlements during covid-19 outbreak?” – It depends whether the business is subject to the FFCRA and any related emergency state and local laws, and/or the employee is working.
- “can I quarantine certain staff to certain parts of an office or send them to a different office?” – possibly.
- “can I direct my employees to report suspected cases of covid-19?” – Yes.
- “can an employee lawfully refuse to attend work if there is a covid-19 outbreak?” – Maybe.
- “can I screen employees and customers before allowing them to enter the workplace?” – Yes.

The Case of HRM Practice in the Developing World with Covid-19

In the report of Hazoume (2020) narrated an employee story about the pandemic where he lamented about the hardships that the lockdown brought to the people. Some of these hardships are that many of the people work in the informal sector, which is daily, where they have to go out and work in order to earn enough money to cater for the next day's food. Hence, the lockdown did not last and then the people started protesting for their livelihood and survival. This happened in many African countries where the lockdown was later ignored as people could not survive hunger. In Africa, many people work daily as hand to mouth and so confining them for a day or one week or months is something that could not sustain. This brought about fear of hunger and not fear of coronavirus, which is in contradiction to other international countries where there is better understanding of the circumstances and support are being provided to them. But same cannot be assured in African countries since governments always battles to even pay salaries without coronavirus pandemic and how more of given handouts or support to people. Such support has to come from somewhere outside the continent because Africa is poor and handicapped in many fronts of advancement.

In Ghana for instance, the government paid salaries upon the lock down and have secured support from the IMF which it used to provide support to some businesses that went in distress during the pandemic. But private sector or the informal sector have been hit with poor human resource management practice since business owners could not afford to pay their staffs as they normally do regularly because no business and no sales. Hence, employees were traumatized in general regarding the covid-19 pandemic as they were unsure if they can still go to the same employer. An employee feared that if the coronavirus pandemic had to spread in Africa like in Europe, America, and Asia, then the already poor nature of health systems in Africa has deteriorated more, it cannot match with the health systems in these advanced countries who are even struggling with the pandemic. In this pandemic case, an issue of double constraint has emerged because there are two pressures for employees to bear. The

double constraint is a psychological akin to the term contradictory command or contradictory injunction (Hazoume, 2020). And these are paradoxical injunctions as they cannot be obeyed without disobeying and that is why it is termed double knot or double constraint. What these terms means is that it makes the employee feel as a loser even if they have a choice to make or decide, and whether they respond either way. This also implies as governments came up with restrictions and still go about economic businesses which is double and contradictory injunctions.

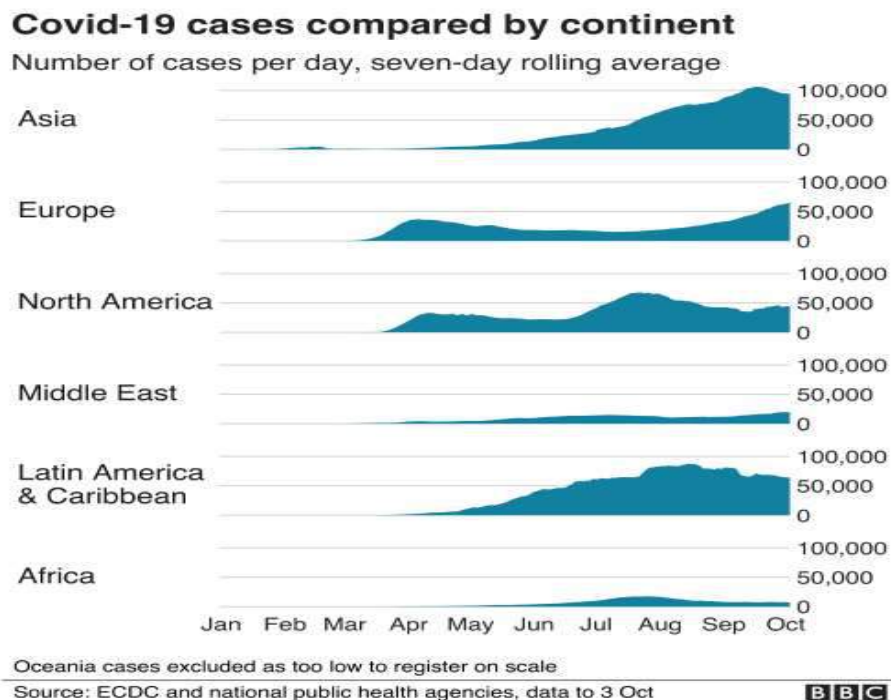
In this pandemic, majority of the people in Africa relied on their government regular updates with the covid-19. The HRM departments or practitioners are at a lost since they have to only repeat some of the guidelines that are been given by the governments. This is so because several Human Resource Developments said that the government never imposed any specific measures against the employers since they all comply with government lockdowns. Clearly, the HRM practice here is different to the practice in Europe, Asia and America.

Covid-19 and HR communication within multinational organisations operating in Africa are as follows:

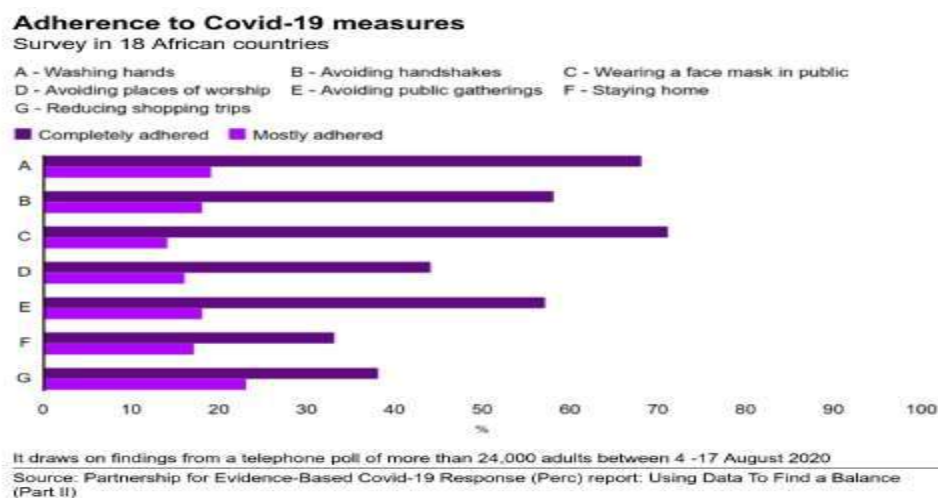
- Awareness campaign intensively
- Work place distancing and postponement or cancellation of meetings and nonessential travels
- Provision of liquid soap daily to workers
- Daily temperature checking of staff at the entrance, that is, employers and customers
- Few staff working from home
- Payment of salaries in advance for staff needs like food supply
- Make internet connections available to some strategic homes of the company
- Mobile phone calls and data bundles monthly allowance/package increased substantially
- Provision of hygiene products to staff for their home use
- Provide money to prevent the contraction of the covid-19 for specific category of staff

Most staff developed the initiative to create WhatsApp groups in order to interact as workers and to deal with matters on daily basis. More importantly, they do meetings on free zoom software application to promote their work at a distance. It was also common that some form a hacking HR system in this pandemic to support their work. This Hacking HR simply means that a strategic function within an organisation creates synergies as an advantage of the technological transformation and digital systems. It is by way of improving their soft skills thereby promoting the human resources. There has been a recommended website as open source to reposition HR function for free (<https://hackinghr.io/>). The purpose of this website in 2020 is to be available in all major capital cities of the world, and this also includes the use of webinars. With this pandemic means that HRM professionals and practitioners have to be creative and one of the challenges with this pandemic is to make managers to appreciate that business continuity plan concept is strategically designed to protect the company human resources. So, if customers have taken a break is not a case that companies too must take a break and to be creating new process for the future.

It is also stated that in Senegal some employees are been abused by their employers as they forced them to come to work without any safety protocols, this is all driven by fear of covid-19 and panics. And that working from home is conceptual. Soy (2020) reported that many African countries have had very low spread of coronavirus and have been praised for that even though Africa has the fragile health system and practices. Below is the world graph on the coronavirus spread in accordance of the data:



From the above graph it is clear that Africa has less than 50,000 cases per the description daily over seven days' period. Asia has the highest record cases daily per the graph above. Below chart also shows the compliance level Africans took towards the covid-19 pandemic.



The following are the most reasons why African countries has very low level of covid-19 infections:

- Taking quick action
- Supported by the public
- Africa has young population and few old-age
- Favourable climate
- Community health or local systems are good and supportive

The World Bank (2020) press release stated that the growth in Sub-Saharan Africa will be affected due to the covid-19 pandemic from 2.4% to -5.1% for 2019 and 2020 respectively over the past 25 years' recession. That the covid-19 has come to test the limits of economies and societies around the world. Though, the World Bank prediction of Africa to hit hard by this pandemic is yet to come to light because as it stands now Africa is the lowest affected continent. The World Bank stated that they are trying to support countries to be able to meet their health and survival needs and protecting jobs and safeguarding livelihood as the official bilateral debt services is called to remain standstill so that they can gather funds to help countries tackle this pandemic. It projected that Africa will face a cost between \$37billion and \$79billion in output losses within 2020 based on combined factors.

Seun-Oguntuga and Olorunwaiye (2020) have submitted that ever since the coronavirus pandemic continue to devastate the world economies such as Nigeria and Africa as whole, many employers in both small and large companies are been troubled as to whether to cut down their staff or cut down the working hours or decide on redundancy. It is clear how this pandemic has disrupted and interrupted many organisations objectives through the government restrictions. In fact, both employers and employees suffered more in this covid-19 pandemic unprecedentedly among Africa working class. Hence, new ways of delivering their responsibilities as stated in their contracts emerged across organisations, especially the private sector. The legislative instrument in Nigerian governing employment matters and contracts is the Labour Act 2004 and same in Ghana is Labour Act 2003. The other relevant legislations in Nigeria are:

- Trade Union Act
- Trade Disputes Act
- National Industrial Court Act
- National Industrial Court Rules, 2007

And in Ghana, there is:

- Trade Union Congress
- Workmen Compensations Act
- Companies Code

All the above legislations are being affected one way or the other since it has no direct laws and rules about this current covid-19 pandemic. This means that both the lawmakers and the employers will have to make new laws and rules to govern this current pandemic to protect people work and livelihood. During the lockdowns in Africa, most government supported their communities by sharing local cooked food to reduce hunger. Though, it had its own

shortfalls but all the same majority appreciated the move since they could not come out to buy any food. Many also made it with politics to score political points.

Contracts between employers and employees are already bound and cannot be substantiated unless they both consent (Seun-Oguntuga and Olorunwaiye, 2020). Therefore, they tried to analyze the question what options are available to employers in relations to the contract of agreements already signed with employees, considering the impact of the covid-19 pandemic is putting their business through? Such as, in the case of NEPA vs Adesaaji where the court held that in the employer and employee relationship is governed by the terms and conditions of the contract they agreed upon, is causing paradoxical injunctions.

That, the new norm is *Working from Home*: there are many legal cases that backs this arrangement especially when cost or expenses is involved. In Nigeria courts, it is clear that foreign decisions or laws are only persuasive and are not binding on Nigeria laws. Hence, a case was ruled that employers have to reimburse employees working from home for any expenses they incurred during this covid-19 pandemic if they have not yet done so (such as in the case of Gattusovs Harte-Hanks Shoppers, Inc and in the case of AdetounOladeji (Nig.) Ltd. Vs N.B. Plc).

Reduction of Salaries/Wages or Deferment of Pay: This must be a win-win situation because it is clear how companies struggle to maintain or continue doing their business; hence, they may vary the terms and conditions of the contract either to reduce the remunerations or defer payments to an agreed dates and time. This is an option that employers can go for. This will enable the companies to be able to manage their resources and also, enable the employees to sustain their jobs. This is a fair suggestion to improve human resource management practice in this covid-19 pandemic like in the case of Adebisola Adedayo Omole vs Mainstreet Bank Microfinance Bank Ltd, where the court held that employers must not reduce employees pay without their consent. It is also established that at times an employee main continue to receive reduced salary without any written consent but continue to receive the reduced salary without any complain, like in the case of Oyeyemi vs Guardian Global Resources Nigeria Ltd, where the employee said there was no any written consent given but the court held that since he was silence and continue to receive it means that he consented.

Promotions and Bonuses Deferment: A clear case in this circumstance is the case of Toussaint vs Blue Cross and Blue Shield in Michigan where the Supreme Court held that when a promise in an employee handbook acquires legitimate expectation and the employer unlawfully breach or depart from it constitute a breach of contract. This has been applied in the Nigeria court in the case of Medical and Health Workers Union of Nigeria & Orsvs Federal Ministry of Health. Where the court held that skipping salary grade level by government creates an expectation interest and return an entitlement or vested right in favour of the workers complaining who have been benefiting this all these while as a practice. But situations where the employer business is threatened then the court may reside with the employer as the realities may show. That promotions on the other hand are not contractual rights as it is a condition to be met by an employee just as in the case of Sylvester C. Nwoye vs Federal Airports Authority of Nigeria where the court held that promotion is not a right from one level or position to the other in an organization but a privilege earned and so

therefore, an employer cannot be compelled to promote an employee no matter how good the person opinion is.

Unpaid and Paid Leave: In Nigeria, it contained in section 18 of the Labour Act 23 which provides that at least six (6) days of paid annual leave for every year of employment but most employment contracts have more than these 6 days of paid leave. Due to the covid-19 pandemic challenges where employees have to stay at home, it is suggested that employers may apply these 6 days as early as possible since the employees stay at home compulsorily. But the same cannot be applied to employees working from home. A case between AkinfemiwaAkinyinkavs More Time CO Gas Plant Ltd., where the court held that denial of annual leave to an employee was unfair practice of labour.

Redundancy: The labour laws in Nigeria has it that employers have the right to pay off any employee based on either idleness, redundancy, etc. Therefore, it defined redundancy as “involuntary and permanent loss of employment caused by an excess of manpower.” And that no specific rules apply to collective redundancy or mass layoff. For instance, like in the case of Alexander O. Ejah & Orsvs Niger Mills Co. Ltd., the court ruled that it was possible for the employer to have conducted mass redundancy because in this particular case that it was reasonable to do that since the company had changed from manual work to machine or technological application. Redundancy is a unique form based on procedures an employer use to quietly and lawfully relieve such employee from the post. It is not a by force resignation, it is not a dismissal, and it is not forced or voluntary retirement. Like in the case of OkwaraAgwu&Ors vs Julius Berger Nigeria Plc., where the court held on the appeal ruling that the court will not compel an employer when they are unwilling to retain the staff but what they would do to order payment of all entitlement of the employees based on the contract terms and conditions.

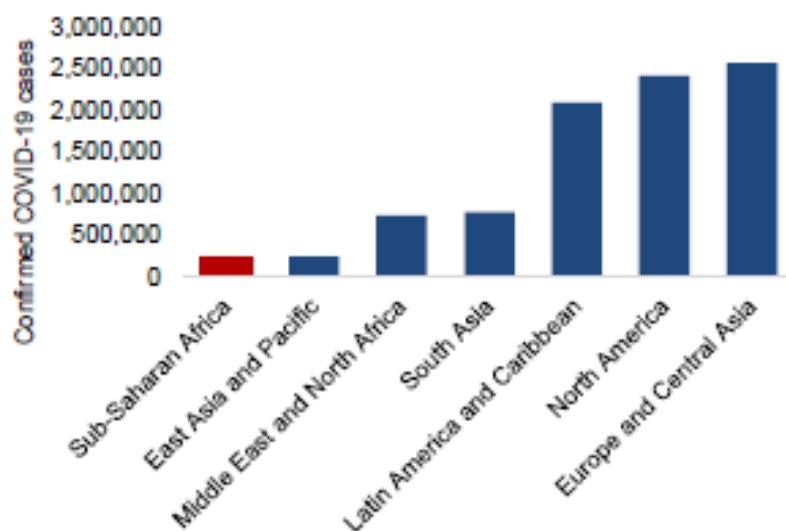
Termination of Employment: This coronavirus pandemic can cause employers to terminate contracts of employment due to the realities of frustration and contractual force majeure. Change of circumstance can make it difficult for the contract to be performed, hence, termination. For instance, such changes may include outbreak of war, legal changes, cancellation by unexpected occurrence. Even the lockdowns in this covid-19 pandemic is also an example of change occurrence as frustrating event.

Resignation: Due to the covid-19 pandemic issues, an employee may choose to resign from work if he/she deem it fit and also the employer may reasonably advise an employee to resign due to the challenges it encounters.

In all these above, it would interest employers to reorganized the Strategic Human Resource Management to best explain its new policies in line of employee contract terms and condition. Job evaluations must be carried out by employers to ascertain the viable ones and then do away those that cannot be successful under this covid-19 pandemic. It is highly important for an employer to communicate all of its decisions to the employees for understanding.

Covid-19, according to Danquah et al., (2020) wrote on the experiences of employment and policy responses by developing countries within the Sub-Saharan African countries. They concluded that evidence showed negative effect of the coronavirus pandemic has affected largely at the informal sector workers who are in fact, the majority of the working poor class within the Suh-Saharan regions. The simple policies that the governments created within the

Sub-Saharan regions are been disaggregated from transfer of the poor business to loans as substitute measure. As it is a know fact of the stagnant poverty situation in African countries, governments had no option but to introduce fiscal financial packages as stimulus to the businesses by application and assessment for qualification. The whole situation at the moment is cannot be quantified as to how bigger the effects are on employment and people livelihood. Even one cannot tell whether the support or stimulus financial packages that governments give to people and business actually solve the problem of losses. So, much is till expected to come as future situations of the covid-19 pandemic cases and problems emerged or eradicated. Below diagram shows the level of cases up to 22nd June, 2020.



Source: Confirmed Covid-19 Cases in the world (Danquah et al., 2020).

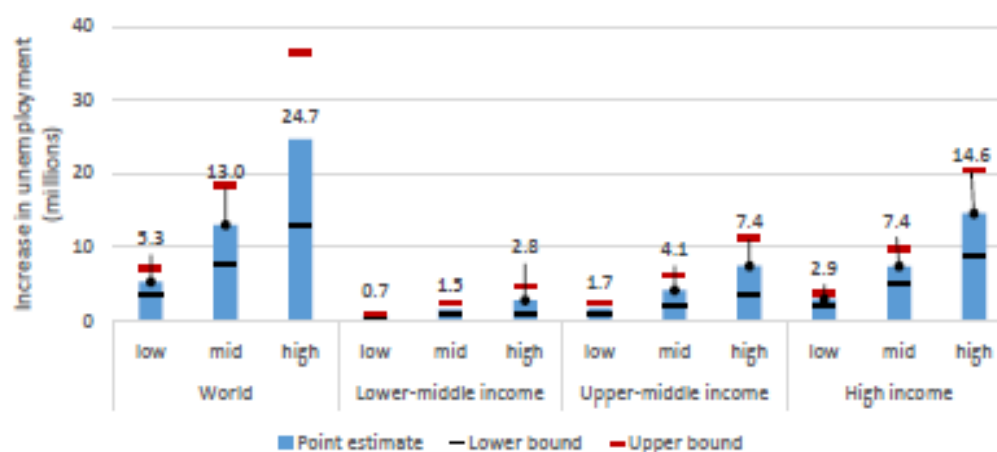
The above diagram shows that Sub-Saharan African countries by then and up to date has very low cases of the covid-19 cases compared to other parts of the world. This may mean that the natural environment in Africa is good for protection or there is no much of such kind of diseases germinating from African soil.

The following were the support measures provided by the Ghana government (Danquah et al., 2020):

Government extended the filing of tax returns date to June instead the usual April. Reduce banks interest rates by 2% as at 1st April, 2020. Banks granted a six-month moratorium toward the principal loan repayments to airline and the hospitality industries. Mobile money of an amount of GHs100 for free without charges. Government established Covid-19 fund managed by board of trustees. Three months tax holiday or heaven for health workers and GHs80 million for payment of special allowances. Government doubled the payment of Livelihood Empowerment against Poverty (LEAP) programme. Government absorbed water bills for three months and also absorb electricity bill for the poor, that is, life line consumers. Etc.

ILO (2020) stated that the crisis of covid-19 has already transformed shocks to the economy and labour markets. That the prospects for the quality and quantity of economy are

deteriorating sharply. Also, that we need deeper policy and institutional reforms in order to strengthen demand-led recovery and improve robust build resilience and universal social protection systems to act as stabilizer of social and economic crisis. Below diagram shows the impact of the declining global growth on unemployment.



Source: Estimated Unemployment impact on three GDP growth Scenarios (ILO, 2020; McKibbin and Fernando, 2020)

The above diagram shows clearly that underemployment is expected to increase in great magnitude. Both services and manufacturing are highly impacted due to people movement as a decline in economic activity and constraints. Decline in Labour supply due to the quarantine measures and fall in economic activities. Below diagram shows estimated decline in Labour income and increase in moderate and extreme working poverty (i.e. less than \$3.20 per day, PPP, 2020).

Income group	Low	Mid	High
Labour income (US\$ billion)	-860	-1,720	-3,440
Extreme and moderate working poverty (millions)			
World	8.8	20.1	35.0
Low income	1.2	2.9	5.0
Lower-middle income	3.7	8.5	14.8
Upper-middle income	3.6	8.3	14.5

Source: Working poverty estimates (ILO, 2020), This analysis excludes the potential impacts on working poverty in high-income countries.

From the above diagram means that working poverty may increase significantly. The vulnerable people in this covid-19 pandemic are as follows:

- Those with health conditions and older people
- The youth already are unemployed and underemployed
- Inequality against women
- Unprotected workers like self-employed, casual and gig workers, and
- Migrant workers

The diagram below shows a policy framework on three key pillars on international Labour Standards:



Source: Policy Framework (ILO, 2020)

3. Method

Basically, concept paper is defined in academic terms as a written paper with the main purpose of explaining and identifying an idea or a concept which relates to a particular scholarly discipline or field (authorassistant.com, 2020). And it is unbiased research that is written in a form of a theory or hypothesis by using impartial and relevant techniques in research.

By this definition above, when writing concept paper, methodology is not considered in population samples for quantitative and qualitative analysis since the concept idea is to propose and project hypothesis and gaps for future research quantitatively. Generally, concept papers in academic clarifies concepts, that is, by breaking or dissecting ideas into parts to give a collective explanation of those concepts. It also conveys the essence of an idea through explanation. And that is exactly the purpose of this paper title addresses.

4. Findings and Discussion

The above review statements shows that HR Managers and professionals needs to be masters in remote work, thereby making good decisions as to taking most of the workforce remotely or not. Again, it is clear that HR Managers and Practitioners must be I.T. Savvy in order to give proper knowledge and support to staff working remotely. More so, People Management skills and policies needs to be rewritten as a new policy direction and requirement for recruitment. This pandemic has called for more training and development programmers for HR Managers and Professionals and Practitioners. Although the current picture of the covid-19 is not conclusive and so more flexibility is needed by the HRM department at all times in order to conform to situations as they arise and changes and substitutes of decisions and policies well effected. The theoretical survey responses showed clearly that employees' attitude and behaviour has helped the situation within their work environment where they showed more empathy and compassion and willingness to collaborate and support each other for the achievement of same goals.

5. Conclusion

It is advisable that in this pandemic crisis that organizations and institutions to retrain their Human Resource Management Departments and the workforce in new advance areas of computer and internet technologies of software applications that can be introduced to enhance the remote work effectively in order to achieve same objectives. Again, new employment laws by a state are needed to effect the implementation of such laws in to policies for HRM practitioners. University curriculums must change with high technological implementation to facilitate online learning and education. It has been submitted that new contracts for staff or employees are eminent in line with the pandemic crisis hence, new pay structures and conditions of service can be redefined in the contracts. Motivation of employees is also paramount in this crisis, no undue pressures and threats against employees at this pandemic time but harmony is key in all sectors and corners of work. The most challenges that this review of the covid-19 concepts proposes are how the poorer countries in African can make gather accurate data and make it available for research and the world at large. It is also presumed that most international and foreign corporate business have relocated to the poorer countries in Africa and evade taxes by enjoying tax havens they negotiated to themselves. Hence, how can the current HRM practitioners in the African continent can help their working class and governments to also make sure that staff conditions of service and pay are higher in those international and foreign companies? By and large, the proposed HRM new functions suggested by Collington, (2020) must guide and direct all HRM practitioners work going forward. Hence, for future research, there is the need for quantitative study of this new Covid-19 HRM practices in organisations and institutions for cross sectional analysis empirically.

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