

Manager's Perceptions of HRM during a Year of Covid-19 Pandemic in Brazil

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Abstract:

Purpose – The initial purpose was to shed a light on eventual new modalities of work within Brazilian organizations in the framework of a post-pandemic world: HRM had been facing disruptions in the latest years, yet nothing compares to the great challenges it has faced lately during the Covid-19 pandemic, which forced almost if not 100% of workforce to permanently remain at home for a long period of time. Consequently some new challenges for HRM could be emerging in the horizon, right ? Oddly, the outcomes of the focused qualitative part of the present larger research reminded us that even if the current situation is unprecedented, managers feel frustrated and still expect same 'old' from HR: If some studies contemplate the impact of the sanitary crisis on HRM, our research presents an abductive analysis of perceptions of managers having participating in a larger research on new types of work.

Design/methodology/approach – A two-edition Longitudinal Research about new modalities of work was validated along with Quantitative data gathers more than 700 entries for the first survey in March 2020 and 1075 complete entries for a questionnaire in March 2021. The present paper specifically focus on the abductive analysis of non-expected emerging qualitative data on HRM : Further 382 pages filled with 5000 comments transcribed verbatim analyzed through Atlas-Tiã software.

Findings – In-depth analysis of the verbatim transcriptions allowed us to identify four main trends corresponding to expectations of managers on what HR should do to cope with the unprecedented challenge of Covid-19. An abductive approach allowed us to compare them with the existing literature in order to confirm they are recurrent expectations and frustrations that existed before the pandemic.

Research limitations/implications – Future research should include other countries, enabling to confirm the findings. Future research should keep a longitudinal design to check and validate these recurrent roles in a post-pandemic context.

Practical implications – This study identifies the need to rethink HRM as it handles a longlasting difficult sanitary crisis situation as well as the fact that recurrent challenges the postpandemic world are still not taken care of.

Originality/value – This study contributes to the authors' knowledge of the expectations of HRM from the workforce's perspective. It also contributes with a strong abductive empirical analysis of verbatim transcriptions to the organized presentation of the four recurrent trends.

Keywords Qualitative, abduction, HRM, employees, Covid-19, abductive analysis, verbatim transcriptions