The Future of HR: A Forced Evolution or an Opportunity for Growth in the Wake of COVID-19 and Digital Transformation?

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ABSTRACT: This research, using a correlational quantitative method approach, aims to see how big an impact the COVID-19 pandemic and digital transformation have had on human resource planning. Research data was obtained from questionnaires distributed randomly to 100 respondents in Jakarta, Tangerang and Bekasi, consisting of 74% men and 26% women. With a predominance in the age range of 30-40 years (34%), with work experience of 2-5 years (22%), from the manufacturing/fabrication sector (35%), with a bachelor's degree (43%), and a staff position (40%), which was then analyzed using STATA version 17. Based on research, it is known that the COVID-19 pandemic has no positive and significant impact on HR planning, while digital transformation has a positive and significant influence on HR planning, but both positively and simultaneously have an influence on HR planning with a multiple linear regression approach ($Y = 8.900041 - 0.2552354X_1 + 0.8285374X_2$), and both are only able to explain their influence on HR planning by 50.3%.

KEYWORDS: Adaptation, COVID-19, Digital Transformation, Human Resource Planning

I. INTRODUCTION

An organization's success is mostly determined by the caliber of its people resources rather than, say, by its trade viewpoint or workouts. Thus, in order for an organization to achieve long-term dominance and competitiveness, it must prioritize the knowledge, skills, and expertise of its people resources (Firdaus et al., 2023). In order to help the organization achieve productivity optimization and predetermined goals, human resource planning is the process by which it plans for and ensures the availability of resources in the right quantity and quality for both current and future operational and strategic needs. Furthermore, companies will be better equipped to handle quick changes in the market if they have a strong HR strategy. That being said, a number of factors, such as the quick changes in technology and the business environment, might make it difficult or impossible to implement good HR planning (Prabowo et al., 2023; Rusilowati, 2023). The COVID-19 pandemic is one instance of a trigger for modifications in the business environment. It began around the end of 2019 and peaked between 2020 and 2022 (Worldometers.info, 2024). Many major effects, both short- and long-term, have been brought about by this epidemic on both the national and international levels (Jiang & Wen, 2020). It has compelled many business actors to take swift action to avoid a significant decline in their operations and to survive. Some of these decisions include shifting their operations online to stop the virus from spreading, planning early retirements, and drastically cutting staff to avoid a budget deficit. These actions actually put their workforce's quantity, quality, and motivation at risk, which also inevitably affects an organization's ability to perform and succeed (Bick & Blandin, 2020; Coibion et al., 2020; Kaushik & Guleria, 2020).

The fast-evolving Industry 4.0 age necessitates the need for human resources to keep up with technical advancements and adjust to quick changes. In addition, companies must be able to prepare human resources with the ability to critically examine and analyze data (Siregar et al., 2023). Furthermore, in order to enable successful innovation, higher productivity, and improved organizational performance, this situation calls for outstanding human resources with superior communication, collaboration, and decision-making abilities, as well as technological proficiency (Andriani et al., 2024). While companies frequently employ technology to boost productivity and effectiveness across a range of operational tasks, the COVID-19 epidemic has compelled all organizations to undertake digital transformation at a faster rate than they would have otherwise had to. There are now more people who must work remotely as the virus spreads. According to Nagel (2020), whether they like it or not, they must work only in digital formats. Gigauri (2020) asserts that employees are compelled to enhance their knowledge and acquire digital abilities to

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thrive in the current period, given the forced transformation of the digital ecosystem. Moreover, the policy encouraging work from home fosters a deeper bond between work and personal life, which leads to stress that compromises employee mental health, personal relationships, and professional performance despite increasing workplace flexibility (Peasley et al., 2020).

Hence, even in situations where employees must work in faraway locations or have spotty internet connections, organizations especially in light of the current pandemic need the appropriate technology to enable remote working policies efficaciously and efficiently. In addition, a number of other factors influence how successful technological transformation can be, including organizational culture and top management support, financial preparedness, the completion of the information technology infrastructure, the readiness of technical support, the depth of digital skills, and openness to change (Al-Alawi et al., 2023). This adaptation indicates that technology use is becoming increasingly important and that digital transformation technology is now necessary for HR planning processes. Operating in the digital age, the HR department must overcome its own challenges by strategically utilizing the HR planning technology now in use to stay a top-tier and competitive firm (Banu, 2019).

Neither the COVID-19 epidemic nor this technological revolution have had an insignificant impact on human resource planning. This activity needs to become an effective and efficient digital HR practice in order to meet the organization's demands for both quantity and quality of human resources in a timely and efficient manner. This will allow the practice to ensure seamless operations and optimize workforce management, as noted by Shil et al. (2020). The purpose of this study is to evaluate the extent to which human resource planning was impacted by the COVID-19 pandemic and the digital change that took place both during and after the epidemic. In order for management to keep performing in accordance with the operational requirements and business strategy of the company, it is intended that the study findings will provide information that can be used to improve human resource planning.

II. LITERATURE REVIEW

A. The COVID-19

A betacoronavirus that belongs to the Sarbecovirus subgenus, the SARS-Cov-2 coronavirus, is the source of Corona Virus Disease (COVID-19), a severe acute respiratory illness. In December 2019, an outbreak of pneumonia of an unidentified variety was first detected in Wuhan, Hubei Province, China. The global spread and consequences of death were so great that, on March 12, 2020, the WHO eventually announced a pandemic (Ciotti et al., 2020). The world has been severely shaken by COVID-19, as at least 775,379,864 people have contracted the virus, and 7,047,396 of them have perished as a result (World Health Organization, 2024). Furthermore, the epidemic caused by COVID-19 has sent shockwaves across the worldwide economy, igniting the biggest global economic catastrophe in the last century. Along with creating global poverty for the first time, this crisis has also led to a sharp rise in inequality across the entire planet. a generation's first for him. The pandemic has resulted in a loss of revenue for numerous small, unofficial businesses and businesses with restricted access to formal credit, forcing them to close (The World Bank, 2022).
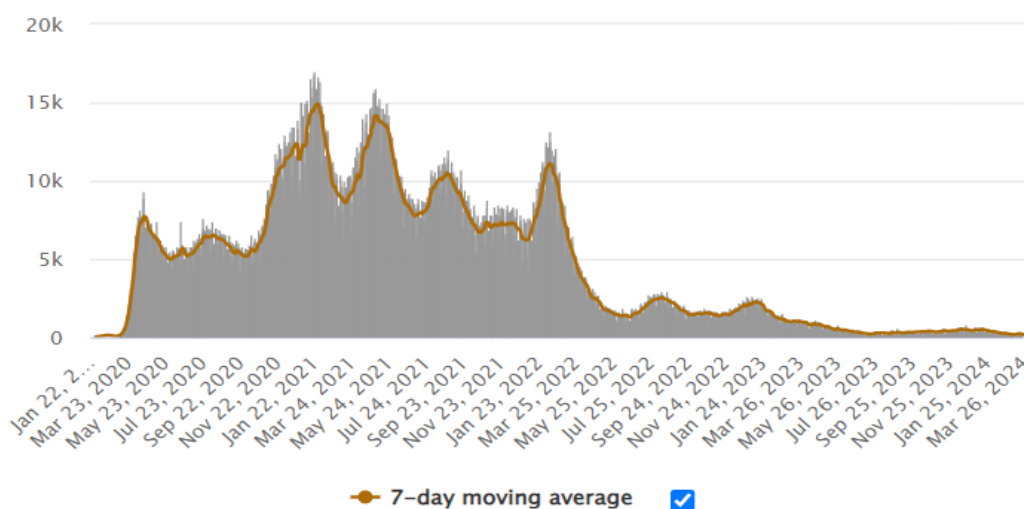

Figure 1. Global COVID-19 Deaths per Day (Worldometers.info, 2024)

The COVID-19 epidemic has killed at least 157,966 people and infected 6,417,490 people in Indonesia alone. According to Melati (2023), the epidemic has resulted in a reduction in Indonesia's economic growth from 5.02% in 2019 to 2.97% in 2020. Additionally, the value of Indonesia's exports has decreased by around 2.6% in 2020 compared to the previous year. The

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Indonesian government has taken a number of steps to combat the effects of the pandemic and recover from them. These include establishing the Task Force for the Acceleration of Handling COVID-19 (Wibowo, 2020), reaffirming the 6M Protocol (Nurhanisah, 2020), enhancing health facilities, speeding up the vaccination program, bolstering traceability traces of distribution through the PeduliLindungi application, implementing the Community Activity Restrictions (PPKM), which is stricter than before (Adhi, 2021; Novrizaldi, 2021), as well as implementing fiscal and monetary policies, such as increasing government spending, lowering income taxes, and stimulating the economy by implementing state financial policy through relaxation of the APBN (Pratiwi, 2022). The government ultimately issued Presidential Decree Number 17 of 2023 for Determining the End of the Corona Virus Disease 2019 (COVID-19) Pandemic Status in Indonesia (JDIH Marves, 2023), in response to the best circumstances for managing the pandemic. However, the Indonesian government is still working to achieve long-term gains, and one of their goals is to maximize the National COVID-19 Vaccination Movement, with a target population of 234,666,020 individuals (Kementerian Kesehatan RI, 2024).

B. Digital Transformation

The process by which an organization uses its resources including the utilization of currently available digital technology to generate output that offers fresh opportunities for exploration in the form of new value realized by its users is known as digital transformation. Investigating novel experiences includes selection, transactions, assessments, and communication ease, among others. Digital transformation is unavoidable when operating conditions necessitate the use of digital technologies. Hadiono & Santi (2020) point out, whether an organization wants to or not, it has to execute digital transformation as effectively as possible to stay in business and outperform competitors in both domestic and international markets. Employers will be indirectly encouraged to adopt new technologically-driven work practices, which will lead to increased employee autonomy and job rearrangement and, in the end, alter how they operate (Nagel, 2020). Applying digital transformation can have a major positive impact on the economy as well. But the organization's own digital maturity is actually a prerequisite for successful adaptation, requiring significant leadership, investment, and dedication (Mugge et al., 2020). At the very least, companies can gain a lot from integrating technology into HR planning (Wahyudi et al., 2023), including:

1. Operational efficiency: Technology integration can lessen the physical labor and administrative load associated with regular HR tasks.
2. The ability to integrate technology enables more accurate and detailed analysis of personnel data.
3. Organizations can pick and hire employees more successfully and effectively when they use technology.
4. More flexible and individualized staff training.
5. Effective departmental and team collaboration and communication throughout the HR planning process.
6. It facilitates the process of coming to wiser and more knowledgeable conclusions.

C. Human Resource Planning

An effective organizational management strategy must include human resource planning, which can lower replacement costs, boost employee retention, enhance service quality, and identify areas in need of training and development to close skill and competency gaps in staff members. Planning for HR is dynamic, allowing the firm to adapt to changes in the business environment as they happen. By doing this, businesses may ensure that their workforce is capable of achieving their strategic objectives in the present as well as the future (Rusilowati, 2023). Human resource planning, according to Hermawati (2020), consists of the following three activity steps:

1. Evaluate the state of human resources as of right now.
2. Evaluate the upcoming need for human resources.
3. Create a plan to address demand for human resources in the future.

According to Bukit et al. (2017), HR planning activities also involve the process of forecasting, developing, implementing, and controlling workforce needs. These needs are integrated with organizational planning to achieve the desired results for employee numbers, placements, and economic benefits. These outcomes will eventually benefit the organization. Such as:

1. Employer resources are used in compliance with organizational requirements.
2. Boost productivity at work.
3. A rise in output.
4. Meeting the demands of the upcoming labor force.
5. Fast and reliable HR information is available.
6. Manpower planning based on an examination of the market environment.
7. Create strategic and practical work plans for HR management.
8. The accessibility of precise and lucid data regarding labor market circumstances.

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9. References are available for creating HR development plans.

III. LITERATURE REVIEW

The present study employs a correlational quantitative technique to investigate the extent to which the causal relationship between variables carries meaning (Machali, 2017; Sukiati, 2016). The dependent variable is the HR planning variable (Y), which is determined by the effects of the COVID-19 pandemic (X1) and the digital transformation (X2), which are utilized as independent variables. Direct research data came from questionnaires that were given out at random to 100 respondents in Jakarta, Tangerang and Bekasi, representing a range of business sectors (Basrowi, 2020).

In order to allow researchers to directly collect respondents' attitudes, the questionnaire consists of closed-ended statements with a Likert scale ranging from 1 means "strongly disagree" to 5 means "strongly agree" (Abdullah, 2015). For every research variable, the following statements are utilized as indicators:

The COVID-19 Pandemic (X1)

X11 In my company, there is sufficient knowledge to overcome the COVID-19 pandemic crisis (Brown et al., 2018, 2019).

X12 In my company, there are sufficient skills to overcome the COVID-19 pandemic crisis (Brown et al., 2018, 2019).

X13 In my company, there is sufficient capacity to adapt to the impact of the COVID-19 pandemic crisis (Brown et al., 2018, 2019).

Digital Transformation (X2)

X21 in my company, there are adequate technical and technological systems to overcome the COVID-19 crisis (Brown et al., 2018, 2019).

X22 my company has adequate infrastructure to overcome the COVID-19 crisis (Brown et al., 2018, 2019).

X23 I am sure, my company can adapt to changes in the business environment after the COVID-19 crisis (Brown et al., 2018, 2019).

X24 My Company has learned from past experiences and will use that knowledge to overcome the COVID-19 crisis (Lee et al., 2013).

Human Resource Planning (Y)

Y1 HR management actions (request, recruitment, selection, training, evaluation, and employee transfer) with the use of contactless digital technology are more widely used (Filimonau et al., 2020).

Y2 Digital skills and capabilities are becoming new demands as HR competencies (Vey et al., 2017).

Y3 Adaptability and flexibility are new demands for HR to survive in the company (Vey et al., 2017).

The collected data was then subjected to three testing stages of analysis using STATA version 17: instrument testing, comprising validity and reliability tests; classical assumption testing, encompassing tests for heteroscedasticity, multicollinearity, and normality; and hypothesis testing, encompassing tests for partial significance, simultaneous significance, coefficient of determination, and multiple regression equations (Putra & Prianggono, 2022). Every indicator's average value is squared first in the traditional assumption test. In the heteroscedasticity test, a robust approach is also employed to ensure that the estimated coefficients obtained are independent of the heteroscedasticity requirements. The research hypothesis, which is as follows, is assessed based on the outcomes of all these tests:

H01 There is no positive or significant influence of the COVID-19 pandemic on HR planning.

Ha1 There is a positive and significant influence of the COVID-19 pandemic on HR planning.

H02 There is no positive or significant influence of digital transformation on HR planning.

Ha2 There is a positive and significant influence of digital transformation on HR planning.

H03 There is no simultaneous positive influence between the COVID-19 pandemic and digital transformation on HR planning.

Ha3 There is a simultaneous positive influence between the COVID-19 pandemic and digital transformation on HR planning.

IV. RESULT AND DISCUSSION

D. *The Demographics of Respondents*

Based on survey data randomly given to 100 respondents in Jakarta, Tangerang, and Bekasi, it was discovered that 74% of the respondents were men and 26% were women. The majority of respondents (34%) were between the ages of 30 and 40, with 32% falling between the 40 and 50 age range. Based on classification from Basrowi (2020), the majority have worked for two to five years (22%) and for five to ten years (21%), and they are employed in a variety of business sectors, including manufacturing and fabrication (35%), education services, health, consulting, lodging, and similar services (27%), agriculture,

plantations, livestock, mining, and forestry (20%), and others (18%). Of those surveyed, 43% had bachelor's degrees, 21% had high school degrees, 20% had diplomas, 13% had master's degrees, and 3% had only completed elementary school. At work, they hold the following positions: management (13%), staff (40%), supervisor (29%), and administration/operation (11%).
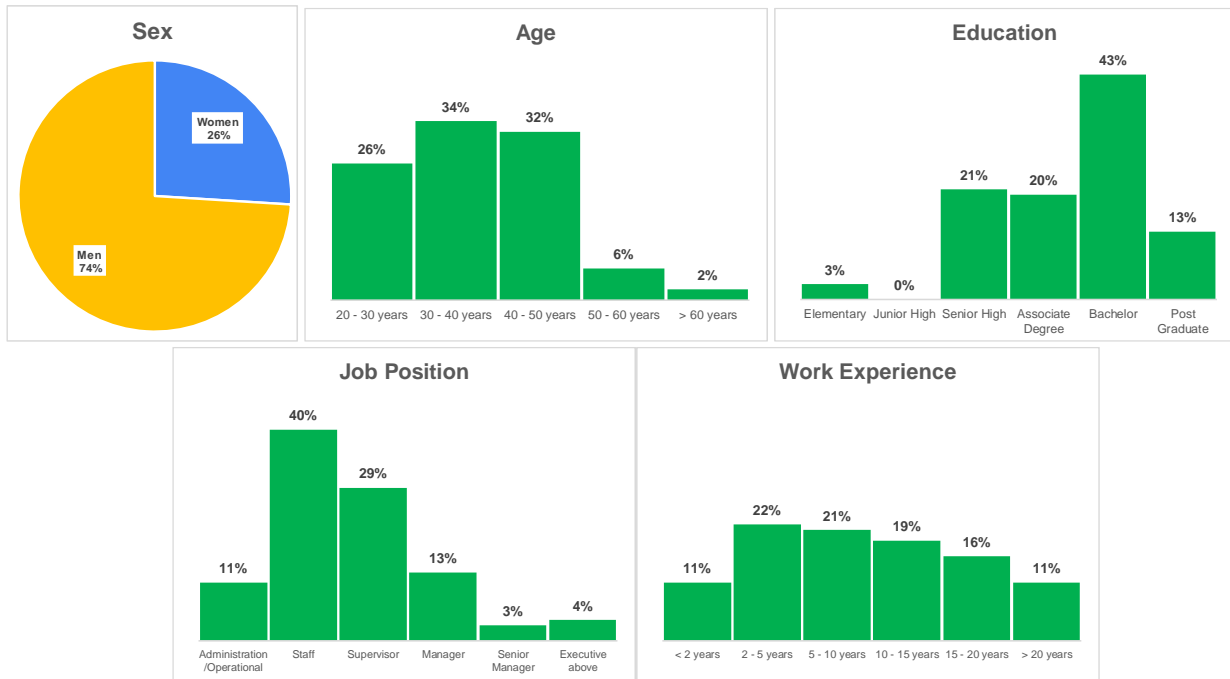

Figure 2. The Demographics of Respondents

E. Statistical Testing

Instrument testing, which includes validity and reliability tests, is the initial stage of the statistical testing done in this study. Every question in the questionnaire has an r-count value (item-test correlation) above the r-table (0.1966), according to the validity test of each variable. This implies that every query is legitimate. In the meantime, all of the instruments' reliability test alpha values were greater than 0.06, indicating that they were all deemed reliable and capable of revealing field data.

Item	Obs	Sign	Item-test correlation	Item-rest correlation	Average interitem covariance	alpha
x11	100	+	0.8816	0.7580	.4129293	0.7886
x12	100	+	0.8980	0.7529	.3494949	0.7812
x13	100	+	0.8760	0.7011	.3818182	0.8343
Test scale					.3814141	0.8578

Item	Obs	Sign	Item-test correlation	Item-rest correlation	Average interitem covariance	alpha
x21	100	+	0.8803	0.7456	.3959596	0.8066
x22	100	+	0.9012	0.7947	.3845118	0.7791
x23	100	+	0.7973	0.6623	.5260269	0.8370
x24	100	+	0.7851	0.6668	.563064	0.8418
Test scale					.4673906	0.8581

Item	Obs	Sign	Item-test correlation	Item-rest correlation	Average interitem covariance	alpha
y1	100	+	0.8621	0.6429	.289697	0.7368
y2	100	+	0.8178	0.6317	.3692929	0.7461
y3	100	+	0.8596	0.6741	.2981818	0.6938
Test scale					.3190572	0.7992

Figure 3. Validity and Reliability Test Result

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F. Normality Test

The conventional assumption test, which comprises the heteroscedasticity, multicollinearity, and normality tests, comes next. All variables have a prob value (X1 = 0.41284, X2 = 0.42668, Y = 0.39218) that is greater than 0.05, according to a normality test of the mean value of each indicator that was previously squared. As can be seen, every data set has a normal distribution. To highlight the normal distribution of the collected study data, the average value of each indicator is squared.

```
. generate Normalx1 = x1^2

. generate Normalx2 = x2^2

. generate Normaly = y^2

. sfrancia Normalx1 Normalx2 Normaly

            Shapiro-Francia W' test for normal data

    Variable  |    Obs       W'         V'        z      Prob>z
    ----------+------------------------------------------------
    Normalx1  |    100     0.98772    1.118    0.220    0.41284
    Normalx2  |    100     0.98793    1.098    0.185    0.42668
     Normaly  |    100     0.98738    1.148    0.274    0.39218
```

Figure 4. Normality Test Result

G. Multicollinearity Test

The multicollinearity test comes next. According to the test results, all variables have a VIF value of less than 10, and all have a tolerance value of greater than 0.10 (1/VIF). This demonstrates that the collected data do not exhibit any signs of multicollinearity.

```
    Variable  |    VIF        1/VIF
    ----------+----------------------
    Normalx1  |    2.92     0.342419
    Normalx2  |    2.92     0.342419
    ----------+----------------------
    Mean VIF  |    2.92
```

Figure 5. Multicolinearity Test Result

H. Heteroscedasticity Test

The result of the heteroscedasticity test is a prob value of 0.0035, which is less than 0.05. This explains why the collected data show notable heteroscedasticity. Because of this, while conducting hypothesis testing, the ROBUST approach that is, utilizing estimated coefficients that are resistant to the requirements of the heteroscedasticity assumption must be applied. Due to the estimated coefficients generated by this robust method's immunity, heteroscedasticity will still be permitted while having no effect on or bias in the model (Huber White).

```
. estat hettest

Breusch-Pagan/Cook-Weisberg test for heteroskedasticity
Assumption: Normal error terms
Variable: Fitted values of Normaly

H0: Constant variance

    chi2(1) =    8.50
Prob > chi2 = 0.0035
```

Figure 6. Heteroscedasticity Test Result

I. Partial Significance Test (t -Test)

According to the computations, the COVID-19 pandemic variable (X1) had a t-value of -1.47, which was less than the t-table (1.9845). The Ha1 hypothesis is rejected because this indicates that the COVID-19 pandemic variable (X1) does not significantly

and favourably affect HR planning (Y). The digital transformation variable (X2) was determined to have a t-value of 5.39 from the same calculation, which was higher than the t-table (1.9845). This indicates that HR Planning (Y) is positively and significantly impacted by the variable Impact of Digital Transformation (X2), ruling out hypothesis H02. So, the following can be determined:

H01 There is no positive or significant influence of the COVID-19 pandemic on HR planning.

Ha2 There is a positive and significant influence of digital transformation on HR planning.

J. Simultaneous Significance Test (F-Test)

The computations revealed that the F-value for the two independent variable, the COVID-19 Pandemic and Digital Transformation, was 38.84, higher than the value of the F-table (3.0902). Furthermore, the significance value (0.0000) is less than the α value (0.05). The COVID-19 pandemic and digital transformation are having a beneficial simultaneous influence on HR planning, as seen by the rejection of H03 and acceptance of Ha3.

K. Multiple Linear Regression Test

Based on the calculations carried out, an approach to the multiple regression equation $Y = \alpha + \beta_1 X_1 + \beta_2 X_2$ can be drawn with the equation $Y = 8.900041 - 0.2552354 X_1 + 0.8285374 X_2$. The constant coefficient (α) value obtained from the calculation is 8.900041. This positive value can be interpreted as meaning that without the influence of variables X1 and X2, variable Y would increase by 8.900041 points. The β coefficient value obtained for variable X1 (β_1) is -0.2552354. This negative value explains that when the values of the other variables are constant and variable X1 experiences an increase of 1 point, then variable Y will experience a decrease of -0.2552354 points, and vice versa. Finally, the β coefficient value for variable X2 (β_2) is 0.8285374. This positive value explains that when other variables are constant and variable X2 increases by 1 point, variable Y will increase by 0.8285374 points, and vice versa.

```
. regress Normaly Normalx1 Normalx2, robust

Linear regression                               Number of obs   =        100
                                                F(2, 97)        =      38.84
                                                Prob > F        =     0.0000
                                                R-squared       =     0.5030
                                                Root MSE        =     3.6083

                            Robust
     Normaly | Coefficient  std. err.      t    P>|t|     [95% conf. interval]

    Normalx1 |  -.2552354   .1741815    -1.47   0.146    -.6009375    .0904667
    Normalx2 |   .8285374   .1537614     5.39   0.000     .5233636    1.133711
       _cons |   8.900041    1.58884     5.60   0.000     5.746634    12.05345
```

Figure 7. Multiple Linear Regression Result

L. Coefficient of Determination Test (R^2)

The adj R square value, or 50.30%, was determined by the computations that were performed. This coefficient of determination value demonstrates that the HR Planning variable (Y) can be explained by the COVID-19 Pandemic (X1) and Digital Transformation (X2) factors by 50.3%, with the remaining 49.7% being explained by variables not included in this study.

M. Analysis of Hypothesis Test

According to the results of the tests, it can be concluded that the COVID-19 pandemic has had a noticeable impact on HR planning performance and that its existence can potentially make the organization's human resource planning less successful. There is no denying that this epidemic has brought about a number of restrictions, and measures need to be taken to ensure that its impacts and propagation do not impede or even endanger organizational operations. This finding is consistent with other research (Ciotti et al., 2020; Kaushik & Guleria, 2020; Peasley et al., 2020; Shil et al., 2020), which demonstrates that in order to survive the pandemic, control measures like keeping a safe distance, wearing masks and hand sanitizers, limiting mobility, working from home, and boosting immunity must be optimized and maintained consistently. However, a closer look reveals that although the COVID-19 pandemic has greatly harmed everyone involved, there may have been a chance for organizational success as well. Throughout the epidemic, there has been a demand for better lifestyles, which has resulted in growth in the pharmaceutical, medical, and supporting equipment industries. As an example, consider the situation surrounding PT Kimia Farma, whose shares

increased by 117.5% as a result of this requirement (Hakim, 2020). When adapting to the COVID-19 pandemic, it's important to take into account a number of factors that could possibly present opportunities for excellence in responding to future pandemics:

1. Make it a must when choosing potential personnel to have a thorough grasp and proficiency with digital communication.
2. Promote the digitization of formerly manual tasks like technical work, reporting, and communication.
3. Create initiatives for the training and development of human resources to help them become resourceful, inventive, and strong.
4. In order to prevent work-related stress from rising, create a more favourable work environment and culture that is orderly, bright, peaceful, communicative, open, etc.

However, organizations are now better equipped to handle global competition, streamline and personalize communications for increased effectiveness and efficiency, and produce always-changing innovations as a result of their unintentional adoption and integration of digital (Shkalenko & Fadeeva, 2020). But in order to help digital transformation succeed, lower employee resistance to it, and foster digital skills in the workplace, companies must offer sufficient training programs and resources to help employees get a better understanding of digital tools and technology and assist them in adjusting to the digitalization of HR planning procedures. As a result, workers may become more self-assured and open to organizational technological changes (Vey et al., 2017). In keeping with these advantages, there are a number of substitute approaches that may be employed to improve digital transformation adaptation and optimization in HR planning and raise the efficacy and efficiency of organizational operations, including:

1. Using web databases or email to gather application materials for positions.
2. Use Google Forms or similar software to administer competency understanding and selection evaluations.
3. Online meeting apps such as Meet, Zoom, and others were used for conducting interviews.
4. Assist with other human resource management requirements by organizing, assessing, communicating, and giving performance feedback via the Human Resources Information Management System (HRIS).
5. As much as feasible, use the Learning Management System (LMS) to carry out staff development and training initiatives.

Organizations must constantly identify, gather, implement, and assess the efficacy of controls for their business continuity emergency plans in light of the significant impact the COVID-19 pandemic and the digital transformation have had on organizational human resource planning. This is necessary to ensure that any risks arising from environmental changes are adequately addressed. Thus, all adverse effects that can cause an organization's commercial operations to become paralyzed can be prevented, and the possibility of national economic paralysis is also decreased (Ghani et al., 2023; Satria, 2020). In addition, strengthening communication is a critical task that needs to be completed in order to quickly adjust to these changes, according to Gigauri (2020). This activity helps to prevent an imbalance between employees' personal and professional lives during this phase of ongoing adaptation to the pandemic and digital transformation, in addition to ensuring that all activities proceed as planned and fostering employee independence and responsibility. Ngoc Su et al. (2021), identified other approaches that warrant consideration as additional measures to preserve and enhance the efficacy of human resource planning under these circumstances. These include:

1. Develop human resources networks with other stakeholders and strategic partners to improve the supply chain's sustainability.
2. Put talent management into practice to keep top talent, boost motivation, self-assurance, potential, and excellence, and boost innovation and the company's competitive edge.
3. Using job redeployment to place workers in positions that best suit their skills and advantages; also, providing workers with a variety of duties to teach them and improve their adaptability and multitasking abilities. This exercise helps the organization become more efficient and effective in its operational domain, in addition to helping it better adjust to the volatility of the business environment.
4. Continuously enhance the performance management function to make the best use of all organizational resources available in order to close competency gaps and raise worker performance. With it, workers will be driven to give their all and work in a more competitive manner.
5. Change the culture of the company to one that is more respectful of and focused on people. The company's operations will become stronger under this culture since it is backed by the fervour and dedication of workers whose well-being is preserved.

CONCLUSIONS

Based on this research, it can be concluded that the COVID-19 pandemic (X1) has not had a good or noteworthy impact on HR planning (Y). This contrasts with digital transformation (X2), which has been shown to significantly and favorably impact human resource planning (Y). Based on a multiple linear regression method, the COVID-19 pandemic and digital transformation were

found to have a favorable impact on human resource planning at the same time (Y = 8.900041 - 0.2552354X1 + 0.8285374X2). According to this study, the COVID-19 pandemic and digital transformation can only account for 50.3% of the variation in human resource planning; the other 49.7% can be attributed to factors not covered in the study.

Aside from putting health protocols in place, a number of other measures should be taken into account as a backup plan for dealing with the COVID-19 pandemic and any future pandemics that could benefit the organization, including; 1) make it a must when choosing potential personnel to have a thorough grasp and proficiency with digital communication; 2) promote the digitization of formerly manual tasks like technical work, reporting, and communication; 3) create initiatives for the training and development of human resources to help them become resourceful, inventive, and strong; 4) in order to prevent work-related stress from rising, create a more favorable work environment and culture that is orderly, bright, peaceful, communicative, open, etc.

An organization's ability to face global competition, optimize communication by personalizing and streamlining it for greater effectiveness and efficiency, and generate dynamic innovations can all be strengthened by adapting and integrating digital transformation into HR planning. In accordance with these advantages, there exist other approaches that can be employed as substitutes to enhance the flexibility and efficiency of digital transformation in HR planning and to boost the efficacy and efficiency of organizational functions. These approaches include; 1) using web databases or email to gather application materials for positions; 2) use Google Forms or similar software to administer competency understanding and selection evaluations; 3) online meeting apps such as Meet, Zoom, and others were used for conducting interviews; 4) assist with other human resource management requirements by organizing, assessing, communicating, and giving performance feedback via the Human Resources Information Management System (HRIS); 5) as much as feasible, use the Learning Management System (LMS) to carry out staff development and training initiatives.

Additional actions, such as; 1) developing human resource networks with strategic partners and other stakeholders, can be taken to sustain and enhance the effectiveness of human resource planning under these circumstances; 2) establish talent management to boost the organization's inventiveness and competitive edge while also retaining top personnel and elevating employee enthusiasm, self-assurance, potential, and excellence; 3) implement job redeployment to place workers in positions that best suit their skills and advantages; 4) continuously improve performance management functions; 5) change the culture of the company to make it more humane and understanding of other people.

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