

# Lessons from Entrepreneurs Covid-19 Affecting in Resource Work in Business Digital Approach

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## ABSTRACT

For the literature reviews, theories accepted by the academic world realized the potential of different theoretical perspectives about the applied. Afterward, the principles will be going to practice in teaching, learning, and daily life. They recognize the equal importance of human institutions and material artifacts informing and reproducing the rule of Human Resources. Moral's EB. for the review will outline the perspectives within the HRM literature. A theoretical perspective used and visualized, such as Maslow Hazburgundy, to illustrate the types of academic tools and complementary concepts that we can be used to address current limitations in understanding the impact of HRM with the experiences and lessons of the writer to present the content of the work under the change of the new normal and covid 19 to the context of work from home and the rules emerging on technology for applied this perspective means paying close attention to how material actions and inventions are interconnected and constitute a new world 'HRM' when human beings have to be active all the time for the people who do not change, If they don't change, they'll have to wait until the day they die. It requires a detailed description of the organization's context and how it works to understand the new world, new ways, what is important to us.

**Keyword :** Entrepreneurs, Resource Work, Business Digital,

## Introduction

The advancement in digital technology is prevalent in all aspects of life. (Harris, & Johns, 2021) The implications are more digital relevant to the impact on human life. (Lupton, & Watson, 2021) Human beings face online learning of children living with artificial intelligence by youth adaptation, parents, and consumers to entrepreneurs. (Mohan, Sen, Shah, Jain, & Jain, 2021) The external environment changes from home to work. (Wong, Lau, & Chan, 2021) According to surveys, research, and articles related to HRM, the organization's operation with changing behavior is more cautious after the world faced COVID-19. (Butterick & Charlwood, 2021) Much new research has developed into contemporary in 2020 literature that is beneficial to society, for the lessons from entrepreneurs in the service business, restaurants, more austerity, (Prentice, & Altinay, & Woodside, 2021) the restaurant business without

a storefront. It is inevitable at this time with the implications of that society. (Jadesadalug, & Siriyotin, 2021)

The focus of this article is like a moral lesson. And the experience of the author to create new stories to achieve the effectiveness of HRM principles to use effectively While research related to innovation and the consequences of technology can be helpful, (Mahamud, Et al. 2021) The organization had changed, work, and human behaviorism it is clear in a literary. (Pritchett, Ala'i-Rosales, Cruz, & Cihon, 2021) The HRM literature often conceptualizes technology at the macro level. (Pascual, Curado, & Galende, 2021) By overlooking the role of important social processes influencing the microcirculation that is part of the business organization (Widodo, Hajar, Maghfiroh, 2021) and consider that attitudes and behaviors are practical (Alhaimer, 2021) and under established work defined on the other hand, some HRM

studies assume that human activities dominate over technology ( Vrontis, Et al, 2021)HRM research focuses on technology adoption. And it describes the underlying mechanisms in terms of user perception and behavior but has neglected to investigate thoroughly. ( Kim,Wang & Boon, 2020) This article aims to broaden the concept of technology related to human resources beneficial to Thai society. And the practice of HRM by shifting from pre-existing conditions to a more balanced approach to perspective. For the recognizes the equal importance of the human agency material artifact and the new social contents.

### **1. Objectives of writing the academic article**

to understand the context of the theoretical literature related to E-HRM, Human Resources, Entrepreneurs, Social Responsibility, Social Transition. Use judgment and synthesize the content to convey it as a valuable story to the academic community. Comparing the perspectives arising from the theory for future research problems.

For this reason, the perspective of social objects of the new normal had been creating by the writer's experience. There is significant potential to enhance our knowledge of the impact of technology on HRM practices and the role of HR by moving from e-HRM success assessments to actual practice exploration. ( Lei, Khamkhoutlavong, & Le, 2021) As for HRM activities, although e-HRM has to study, (Myllymäki, 2021) systematic efforts to integrate Sociological Perspectives on Past Research Agenda e-HRM A World Recognized Theory and the human hierarchy in Thai society that meet ( Crocco, 2021)

**Maslow's Hierarchy of needs Theory categorizes human needs as what Maslow implies. The new normal that humans are facing**

Physical needs are not the same before. (Physiological needs) basic needs for human needs had been changing (basic needs). Safety and the security need from the terrifying epidemic of the virus (Safety and security needs)

for the demand at this stage arise when humans can meet their physical needs. For the Belonging and love needs from family members colleagues (Belonging and love needs), The need to be respected in working life to be recognized in the society where the wages for work have dwindled. (Esteem needs) Demand for lifetime achievement in the situation at life did not want to meet with hardship. ( Noltemeyer, Et al 2021)

**This article contributes e-HRM literature available in two primary methods.**

1. The concepts derived from social behavior and recommended developing in advanced theories at the intersection of humans technology of the HRM technology, ( Landers, & Marin, 2021) including the importance of The human agency, for the HRM practice, according to a comparative review of e-HRM, seems like two worlds that are not apart from each other, the preview HRM, E-HRM, and the social science literature has a profound impact on the future. ( Harazneh, 2021) This article shows how these new ideas can provide additional ways that complement each other to explain the mechanisms that support the consequences of e-HRM has established a deliberate or voluntary. The scholars who adopt the new technology's view will have been recognized as complex social inventions significant about the agency.
2. Secondly, this article will be presenting a practical s application to explains how social perspectives can offer complementary solutions to their research questions about the impact of technology on human resources roles, and how do they can practice the society and technology to produce results that indicate a change from the concept of technology to understand the importance of possibility, And restrictions created by the digital humanities into the human agency. Recognizing the people with diverse roles and roles consistent across HRM normative guidelines into practice is emerging, affecting organizational

processes and organizing. ( Piwovar, 2020)

## 2. Human Resources, Entrepreneurs to Public Responsibility from the Lessons of COVID-19

business morals as a lesson to take advantage of customers, (Manolova, Brush, Edelman, & Elam, 2020) competitors low-cost high profit. Using the better situations to take advantage of customers. (Ariker, 2021) Not protect the environment and destroy competitors. ( Haeffele, Hobson, & Storr, 2020) For the COVID-19 cases will behave devastating many of these things, taking advantage of the customers for the service's business may be seen during whens the popular season tourists had bee destroy competitors without business ethics, ( Afshan, Shahid, & Tunio, 2021) (Temsuriyawong & Charoenratana, 2021). running an overly profitable business, and strategic planning in a better situation when the customer thinks it is necessary to buy and when competitors are inferior, ( Brown, Rocha, & Cowling, 2020) including using more experience, taking advantage of colleagues until new people can't resist. The industrial operations or the restaurant that destroy the environment is not responsible is not maintained or ignored cause adverse effects on nature. ( Mofijur, M. et al. 2021) These are all Business Ethics that should be preserve, and Sometimes entrepreneurs are entirely unable to successfully. But sometimes, common sense should at least have. The situation of COVID-19, to look at, is destructive. ( Khoo, & Lantos, 2020) What destroys the world because after After a year of events, global warming, Carbon oxides, ecosystems, and Arctic ice, many areas went into a better state. MP 2.5 significantly reduced the number. (Querol et al., 2021) And it is a lesson that human resources and entrepreneurs consider as operational experiences and valuable knowledge for future management. (Dechtongkam, 2020) new idea dependent technology system because the society has changed from the original ( Diep Ngoc Su, et al. (2021) According to the writer's definition, this aligns with some critical aspects of e-HRM: HRM Practices. They use technology to regulate human responsibility to negate all stigma and negativity and digital involvement with humans.

( Ichsan, R.N. 2020) Examples case for the Grab application extends to the entire ASEAN, controlling the restaurant's service car and part of the transportation regime. ( Hanifa, 2021) Uber controls almost all taxis worldwide using the same application ( Joshua, Caldwell, & Jonathan, 2021) to Agoda, Expedia Hotal.com, and others that can control hotels worldwide by using the application. ( Wulandari, Susanto, Triyuni, Sarja, & Budarma, 2021) And the consequences of the operation More and more humans join artificial intelligence, a more explicit system of arts and crafts to reduce the disgrace and disgrace caused by the service business. ( Kshetri, 2021)

The application of technology to support the performance of human resource activities is similar. Issues related to the role of enterprise technology. Corporate guidelines and the impact of technology: It is the center of e-HRM and nearly all studies on the intersection of technology and corporate education. ( Garg, Sinha, Kar, & Mani, 2021)

**Table 1**

social transition	→	Judgment	→	The difference that arises	→	Create a new model in human resources job.
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In the following, And building from the above definitions of literature, the extant e-HRM will be critically's examined to conceptualize the main aspects of HRM practice. (Barros & García-2021) Afterward, this article will turn to the socio-objective perspective recommendation to the defining feature and discussing how this views the keynote of e-HRM. Placing existing and social-material perspectives on these core concepts highlights differences and show that social-material perspectives can complement existing theories. And to raise questions in empirical research in ways that can help fix restrictions on some of the limitations that arise summary of keynotes submitted by this comparative review

## 3. Comparison of theoretical perspectives to build our future research.

With the diversity and breadth of literature, HRM is a complex system to step into

society with a particular technology and attitudes towards personal development. (Paulet, Holland, & Morgan, 2021) The review had generated from criticism and many conceptual documents. The surveys research in Thailand, TCI, (Waiyawek, 2021) and neighboring countries from the Scopus ISI database journal 2020 -2021.

Tesfaye B., Lundström A. (2021). The impact of a pandemic COVID-19 relates to the industry's state in which the companies' location. And the pre-crisis status of the perception of entrepreneurs is also different. Some entrepreneurs see the crisis as a threat to their business, while others saw an opportunity. In innovative ways, These perceptions are likely to guide the strategic choices and managing approaches of the Digitalization entrepreneurs. The common denominator is related to social responsibility. However, the main focus is corporate social responsibility, health, y and the safety of employees

Mahamud and Suttikan (2020) Entrepreneurs' problems until the crisis, the endemic, covid 19, solving problem working in the problems in difficult situations, lessons in preparation that was emerging in the era of the transformation into artificial intelligence. (Shouchupol, 2020) The innovation management for organization productivity in the organization Understanding the strategic elements of access for efficiency improvement until the industrial revolution to enter the innovation of the HRM branch's systematic presentation covering decades of research. References in verify of thought-provoking research articles these opinions are starting point for identifying's existing perspective on technology and its impact on HRM in businesses. Including the limitations that HRM faces as exploring research flow. Reviews of books, textbooks, research papers, and academic articles create and understand change through TS. was realize these experiences to develop entrepreneurs into a new ethical ET. These had been supporting for the additional searches for e-HRM, Digital HRM technology, and a combination of these keywords with 'usages,' 'impact' In addition to those stated in the published literature reviews, searches, research,

and academic articles From the database Scopus and ISI (Singh, et al, 2021) and some thai journal in Thailand. Many stories are issues that researchers have discovered and created this article to content and more useful

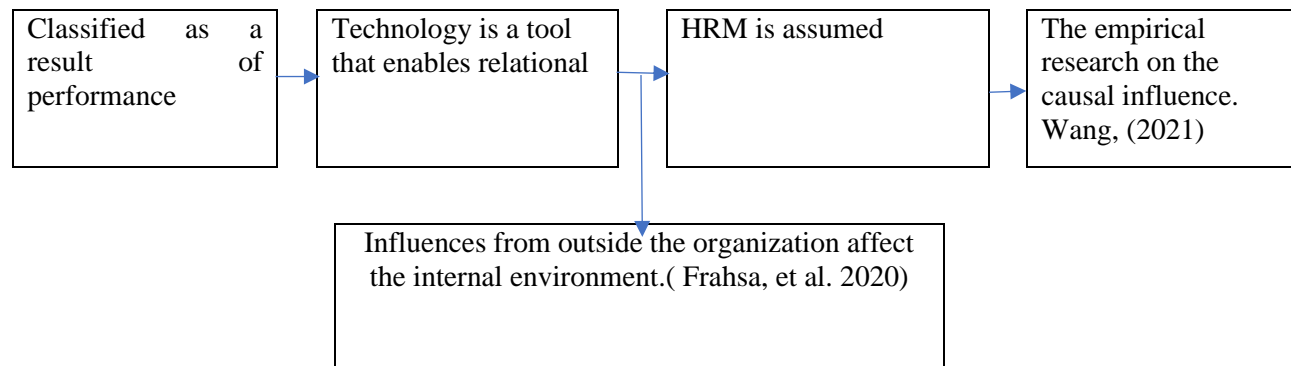
### **The Benefits from this article**

#### **Technology Conceptualization**

Technology in HRM activities is in-depth, but often the technology is equivalent to an organization's resource planning system that is less aware of how it works. It is a stud-built education on technology. The prioritize action discovery for HR functions and human resource operations. Empirical studies on e-HRM, there is little difference between technology and the concept of e-HRM. Discuss it as an integrated organization concept to provide more clarity on the e-HRM concept. A physical principle that is separate from the individual but incorporates organizational processes, especially the HRM process. As a result, technology had been recognizing as a new way of implementing organizational processes. While the behavior of the business operator can define or define the established procedure. The formula opened up discussions about dependence. Who or what governs the relationship between technology and humans and at the same time, depending on our understanding of technology separately from organizations and individuals, (Malik, Pereira, & Budhwar, 2020)

#### **The assumption is that HRM seems to as a purposeful tool**

This is expected to benefit HRM practices. Most technologies are considered independent variables with different levels of effects of the impact of analysis. Some studies consider technology as a productivity tool that should improve the efficiency and effectiveness of HRM processes. The basic idea is that e-HRM will reduce the cost and time through automation of HRM processes, reduced HR staff, reduced administrative workload. And increased process speed is often seen as a benefit from the introduction of e-HRM and the most common goals for e-HRM adoption. (Vrontis, D.T . Et al, 2021)

**Table 2**

From the research survey, Such improvements will have classified as operating results. Other studies see technology as a tool that enables relational impact through data collection and distribution; this improves on-premises HR services with better availability. Information on e-HRM Human Resources policies is considered the powerful driving force behind the changing role of HR functions and HR professionals in the organization. The consequences of technological change have received the most attention among the most studied e-HRM. ( Mahamud, 2020)

Although the conclusions from empirical research on causal influences are somewhat fuzzy, for example, in their Evidence-Based Review Report on HRM Strategic and e-HRM, concluded that there was no evidence that e-HRM predicted outcomes Strategic HRM, but there is evidence that strategic HRM predicts e-HRM outcomes, and their relation is dependent on the positive and intentional. Recognize that this is a complex phenomenon that combines social activities, perceptions, intentions, and external influences of the organization and internal environment. (Wang, ,2021)

Acceptance and use The consequences of technology adoption are often link to the implementation process, which is important for defining technology outcomes. (Tarricone, Petracca, Ciani, & Cucciniello, 2021) In their review, Identify and classify several technological, human, and organizational factors that influence successful technology adoption that affects organizational outcomes. Most

studies focused on adopting e-HRM, acknowledging that regardless of the technology's features, The role of social action and users will influence technology outcomes. User perceptions, attitudes, beliefs, and cultural values have been used to describe technology user behavior. And the acceptance or resistance to the technology used, the use of e-HRM technology is conceptualized as allocation, i.e., its service under its purpose, which is rooted in Adaptive Structural Theory (AST) ( Zhou, Liu, Chang, & Wang, 2021) The diffusion of innovation (DOI) is another way to define using technology, e-HRM, which describes the technology. It shows how the penetrates can be deep into the social systems and institutions of the organization by considering organizational factors and institutional barriers to such penetration for Defining technology as an e-HRM practice in e-HRM standards that needed to be distributions into the countries. Within multinational corporations to be able to implement them successfully. The writer demonstrates the complexity and interconnection of the institutional context created by society. Organizational Context with Strategy and Individuals with Intention ( Alyoubi, & Yamin, 2021)

The limitations Although an essential component of e-HRM research, the features of the technology play a small role in the empirical study of e-HRM, and the conceptualization of the technology is relatively narrow. Usually, it is still a "black box. The limits the analysis of complex, diverse, mobile, and non-permanent

technologies, the knowledge that will currently accumulate. theoretical perspective And research questions in the field of e-HRM cannot accurately capture the use of technology in organizations. ( Meijerink, Boons, Keegan, & Marler, 2021)

While treating e-HRM and its operators separately to allows us to isolate the factors and assess their importance. But it prevents discussion of how users, technology, and social processes are related. How did the desired improvements occur or did not occur. The social dynamics and evolution of technology are rarely given sufficient detail in e-HRM studies that do not address how users and technology are critical to producing successful outcomes, a notable exception to this striking concept. Seeing technology as an equally active actor, coupled with social activities in HRM production and reproduction, practices while being part of those practices are inseparable. ( Myllymäki, 2021)

User-behavior Technology adoption model (TAM)( Napitupulu, et al, 2021) and various styles. Influence of the e-HRM study by describing user behavior based on cognitive and behavioral intentions. From this perspective, perception largely determines whether people will use the technology in question. Various studies within e-HRM are exploring through qualitative and quantitative studies. The barriers leading to e-HRM adoption include language standards

However, it does not include emphasizing what the use of technology causes or how it affects perceptions for its meaning. It is not ideal for capturing the use of technology when it is using. The critical factor behind the formation of awareness of technology is social influence. Technology adoption is shaping through social interactions and the desire to follow within the workgroup. While being in a workgroup helps determine if and how to use the technology. Little is knowing about the agreements within this group's modifiable structure theory. To explain how users create a shared understanding of the usefulness of e-HRM for HRM processes, this interpretive approach in the e-HRM study is demonstrating by a small but growing number of studies within e-HRM exploring the implementation of e-HRM in interactions among

actors. Technology and social context and another critical point in the e-HRM document are the HR function's role and the HR professionals working within it. And the consequences of the technology using research, e-HRM are incredibly concerned that HR will have a strategic role in the organization or scope of the strategic position, HR has been evaluating in terms of the perceptions of stakeholders, for the other internal benefits in the company or duration of the official presence of the Human Resources Manager on the Board of Directors.

Overall limitations, conventional methods of examining individual perceptions of the newly adopted technology do not allow to understand actors' experiences with technology in their daily lives. Little is known about how actors respond to changes/changes in technology. And why do they implement some functions and not others. Additionally, ignoring line managers' views on e-HRM and its implementation will limit our knowledge of their role in HRM practice, how HR professionals and line managers negotiate the transfer of such responsibilities, how line managers handle transfers, and by what method. To use technology, e-HRM education with a tool-based perspective on technology cannot provide us with details about the interactions and connections between people and technology.

### **Integrate social and material perspectives that affect human resources.**

The compared to the background of the comparative review above. The plan for future research on e-HRM ( Wiblen, & Marler,2021) is presented below based on the social perspective of materials that can expand our understanding of the interaction between HRM and technology. In Thailand In giving the research agenda, There is an artificial separation between technology, actors, and practices to show where the focus within these three dimensions should be when studying e-HRM from a social material perspective. ( Bag,Dhamija, Pretorius, Chowdhury & Giannakis, 2021) Summarize the proposed research agenda in the far right column. The social-material philosophy emphasizes

understanding how content is essential to social activities, from technology to material artifacts. And encourage exploration of how objects matter and how human entities determine the functioning of HRM. For example, HRM work involves the human body. (Human Resources Specialist line managers, employees) (Rahman, & Hosain, 2021) are engaged in repetitive activities. And various artifacts (Workplace, forms, instructions, tools, computers, software, data centers) The importance of HRM is not only reflected in tangible inventions. It also reflects intangible artifacts such as software, which exist only in computers, codes, algorithms, and requirements. We need to consider the extent to which critical practices (e.g., performance assessments, recruitment, development discussions) are essential.

The material properties of such technologies are not as central as these properties offer people. For empirical research, This means exploring how objects allow what the actors can do. Activation differs from defining because significance does not represent an actor's action. Instead, it provides a wide variety of possibilities for the actors. It also explains the boundaries of what is possible. Therefore, in the survey of affordability, We may ask or identify through observation. The immediate results of using that specific technology are for operators in organizations. (Donnelly, R. & Johns, 2021) Social materiality Offers a unique way to showcase HRM work through material and social engagement. By adjusting job titles against agency interactions, such as HR professionals and line managers. Or line managers and employees. For example, being part of a cloud-based HRM job can create a digital space on the screen for HR professionals in HR management. Initiating and supporting HRM process flow and recording employee activity allows the creation of data within the database, which enters the algorithm. analytical table and talent management system ( Al-Harazneh, & Sila, 2021)

#### **The entrepreneurial experience in survival situations when the digital is involved.**

The welfare system, leave, compensation, working from home, Strict

company rules, self-defense policies, changing motivations, supporting factors, and evolving human working behaviors. Quality of life is different from the original work system in that technology can check the job details, from the COVID-19 outbreak Accelerating consumers and entrepreneurs to embrace the digital economy. As a result, the younger generation will choose to run their own business rather than work for a salary. The impact of COVID-19 on the global economy is up to \$90 trillion. ( McKibbin, & Fernando, 2021) From instability in various professions and a higher unemployment rate in Thailand Meanwhile, COVID-19 cattle cause the development, ( Sereenonchai & Arunrat, 2021) Especially in small businesses that turn to technology. And more flexible working amid within COVID-19, the virus is still spreading in almost every area land water of the world until causing stress and pressure on medical services. (Sivakumar, 2021) For the virus still, the epidemic covid-19 of this deadly its has been driven the e-commerce business to glow up in leap forward. (Zhang, Zheng, & Wang, 2021) The technology applied to almost every field of work, both with the video conferencing online, learning ordering products through various applications instead of walking into the mall, had been reducing direct contact between individuals during COVID-19, ( Fairlie, & Fossen, 2021) still spreading in almost every area of the world. Using a social-material perspective on technology allows for a more detailed examination of how changes in HRM behavior occur during technology adoption in organizations. Instead, define technology as discrete and predictable technological inventions, which focuses on the intentional implementation and corporate impact. The material societal perspective assumes that the enactment of practical technology is integral to producing results. (Shashi,B et al. 2021)

#### **4. Methodological implications for future research tools**

Empirical research outcomes should focus on describing the observed activities and patterns of action. In addition, efforts should explain how they are connected. And how it affects Auditing HRM practices by tracking HR



in their daily activities such as meetings, training, and people management activities. And the study of material artifacts in the production of their actions. Furthermore, most people are unable to characterize the work outside the stated context. The Fieldwork, including ethnographic methods observing the participants and other qualitative research methods, is vital to understand and appreciate the actual work. For example, comparative case studies may help understand how technology happens in more than one organization. Such case studies can highlight the mechanisms behind how the same technology may lead to similar results. How can (or different) work in different organizational contexts? Another way to study how HRM developed as the technology came into use is through retrospective studies, such as looking at archived emails or other archived data. And narratives created individually by professional groups.

However, the use of material socio-objectives has both practical and theoretical implications. Practical implications for organizations are related to how social material focuses on how inventions and experiences are using in daily activities. Instead of focusing solely on artifacts, It implies a different measuring success than just counting the number of accounts created in the most recently installed software. With daily activities at the center, Social content can support the practical relevance of research through increased engagement with practitioners during data collection. It brings practitioners into consideration rather than producing reports and prescribing treatments.

## Conclusion

through a comparative review of e-HRM and social science literature. The aim is to demonstrate how concepts from theories based on social materials can provide complementary new ways to explain the interactions between technology, actors, and HRM practices. Much of the e-HRM research focuses on exploring the causal relationship between technology and user perception. And the influence of that correlation on HRM outcomes. As a result, support for e-HRM does not extend beyond the framework that characterizes general HRM research.

This article provides a rationale for further research that uses theories and concepts grounded in the perspective of social material. The underscores the need to pay attention to how the materiality of the technology and the social processes surrounding it constitute HRM's practice. Social materials theory allows examining emerging patterns of activity. It is dynamic, multi-part, and unstable. Such an approach is critical when new ways of organizing It is constantly emerging about technological advancements that are deep's embedded in everyday work experiences, such as appearing in mobile technology. Platform organization internet community and monitoring technology

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