Human Resources Management Training And Development In The Covid-19 Pandemic

Hafid Bahar[1], Al-Muhajirin Rifa'i[2], Veri Muldani[3]
[1,2,3] STIE Hidayatullah Depok
Email: hafid@stiehidayatullah.ac.id

Abstrak

Dalam dunia bisnis, berbagai perusahaan harus mampu bersaing satu sama lain untuk dapat bertahan. Oleh karena itu, perusahaan perlu mengembangkan dan melatih karyawannya. Namun, hal itu kemudian diperumit dengan munculnya pandemi Covid-19. Pasalnya, munculnya pandemi akan memunculkan berbagai masalah seperti perubahan sistem kerja, sistem pengajaran, dan berbagai sistem lainnya. Penelitian ini kemudian bertujuan untuk melihat beberapa alternatif yang dapat digunakan untuk melakukan pelatihan dan pengembangan manajemen sumber daya manusia di masa pandemi Covid-19. Penelitian ini akan dilakukan dengan menggunakan pendekatan kualitatif serta data dari berbagai hasil penelitian dan penelitian sebelumnya yang masih berkaitan. Hasil penelitian ini menemukan bahwa pelaksanaan pelatihan dan pengembangan perusahaan dapat dilakukan melalui media online alternatif seperti penggunaan zoom, google meeting, dan berbagai aplikasi lainnya.

Kata kunci: Covid-19, Manajemen Sumber Daya Manusia, Pelatihan, Pengembangan.

Abstract

In the business world, various companies must be able to compete with each other to survive. Therefore, companies need to develop and train their employees. However, this was later complicated by the emergence of the Covid-19 pandemic. This is because the emergence of a pandemic will bring up various problems such as changes in the work system, teaching system, and various other systems. This research then aims to see multiple alternatives that can be used to conduct training and develop human resource management during the Covid-19 pandemic. This research will be carried out using a qualitative approach as well as data from various research results and previous studies that are still related. The results of this study found that the company's implementation of training and development can be done through alternative online media such as the use of zoom, google meetings, and various other applications.

Keywords: Covid-19, Human Resource Management, Training, Development.

INTRODUCTION

Companies engaged in any field will always be faced with increasingly fierce and competitive competition, in facing this competition, sophisticated technology will not be enough to be a winner. Sophisticated technology must be supported by reliable human resource capabilities who have good thinking and skills because no matter how advanced technology is, when human resources are not good, it does not guarantee the company's operations will run smoothly (Cozzolino et al., 2021).

According to Fathoni, human resources are the essential capital and wealth in every human activity. Humans are the most crucial element after analysis and development. Time, energy, and actual abilities can be used as well as possible to benefit organizations and individuals (Maryani et al., 2021). A company must be able to adapt to any changes in the business environment so that the company can excel by responding to these changes quickly and precisely. Therefore, the company will hold employee training and development because

employees are one of the primary human resources that can facilitate the company's operations (Klein & Todesco, 2021).

Training and development is the company's initiative to provide facilities for employees to acquire job-related skills. Some experts also stated that the meaning of training and development, according to Simamora, is a term used together or alternately (Akdere & Egen, 2020). The objective of the training is to improve employee productivity by enhancing their knowledge or skills and altering their attitudes or conduct. Development can be linked to the requirements of future employees and the organization's structure. Training and development are advantageous to the long-term careers of employees and can result in substantial future responsibilities (Ozkeser, 2019).

For companies to get a lot of feedback, companies must be able to manage training as effectively as possible. This is necessary because employees' ability can be a source of excellence for the company. Companies can perform training and development in a variety of ways, but the Covid-19 virus has altered the landscape (Nagy et al., 2018). The Covid-19 virus is spreading very quickly in Indonesia, this virus not only attacks Indonesia but 200 other countries, this virus has become a hot issue globally because. Adjustment of learning, work system, worship, and health protocols must now be obeyed (Hamdi, 2022).

Since the Covid-19 outbreak, many companies have started to regulate their work system, where some employees work from home and some work from the office. So many activities designed by the company to be carried out had to be postponed. The work system and learning system are carried out online, if it has to be done offline, the company or school must follow the health protocols that have been established, namely by providing temperature check equipment, washing hands, maintaining distance, and always wearing masks (Rachmawati et al., 2021).

Human resource management training and development must continue to be one of the company's initiatives, thus the organizers of training and development must promptly come up with new approaches. Because the Covid-19 virus is not particular when it will disappear, the procedures used in training and developing human resource management must also be changed. With that, researchers will discuss what methods can be used to facilitate the process of training and developing human resource management during the Covid-19 pandemic.

Management

According to Tanthowi, Lauren A. Aply defines management as "the art of getting things done via people." Management is the science and art of utilizing people and other resources effectively and efficiently to achieve a specific objective. Management is frequently characterized as the science, techniques, and professionals involved (Qamar et al., 2021). Luther Gulick considers management a science because it is a body of knowledge that methodically strives to comprehend why and how people work together to achieve goals and make this cooperation system more beneficial to humanity (Di Vaio et al., 2020).

On the other hand, Follet explained that management could also be seen as the art of carrying out work through other people, this definition implies that a manager in achieving organizational goals involves other people to carry out various tasks that have been arranged by the manager (Plachy & Smunt, 2022). Therefore, the skills possessed by a manager need to be developed both through assessment and training. Because management is seen as an art, a manager needs to know and master the art of leading, which is closely related to the right leadership style and can be applied in various situations and conditions (Fareri et al., 2020).

In addition to being seen as a science and an art, management can also be regarded as a profession because management is based on particular skills to achieve managers' achievements who are bound by a code of ethics and are required to work professionally. According to Katz, a professional must have the ability, social (human relations), and technical skills. Conceptual ability is the ability to perceive the organization as a system, understand changes in each part that affect the entire organization, the ability to coordinate all activities and interests of the organization (Al-Ababneh & Alrhaimi, 2020). Social skills or human

relations are shown so managers can work together, lead their groups, and understand members as individuals and groups. Technical ability is closely related to the ability of managers to use tools, procedures, and techniques in particular fields, such as planning budget programs, educational programs, and so on (Contreras et al., 2020).

After studying the numerous definitions of management proposed by the aforementioned experts, it can be concluded that management is the action of administering a human or non-human organization, institution, or school so that its goals can be fulfilled successfully and efficiently (Svensson et al., 2022).

Definition of Human Resources

Human resources (HR) are productive persons who operate as organizational drivers in both institutions and businesses, therefore their skills must be trained and improved. The common understanding of macro human resources consists of two components: macro human resources, which refers to the number of people of productive age in an area, and micro human resources in a restricted sense, which refers to employees of an institution or firm (Malik et al., 2020).

Human Resources (HR) is crucial and must be owned in order to fulfill organizational or business objectives. Human resources are the most important aspect of an organization compared to capital and technology since humans govern other components (Madhumathy Sakthivel, 2022).

Human resources (HR) is one of the most crucial components that organizations, institutions, and businesses cannot exist without. HR is also the determining factor for a company's growth. Human resources are, in essence, the individuals engaged by an organization as movers, thinkers, and planners to achieve the organization's objectives (Doz, 2020).

Today, the latest trends consider personnel as capital or assets for institutions or companies, as opposed to merely as resources. Consequently, a new term outside of HR (Human Resources) has emerged: HC or Human Capital. Here, HR is viewed not just as a substantial asset, but also as a valuable asset that can be multiplied and grown (similar to a portfolio of investments), and not as a liability (burden). Here, the HR perspective as an investment for institutions and companies is highlighted (Cisi & Centrone, 2021).

Understanding human resources can be classified into two categories: micro and macro. Human resources in microeconomics are the individuals who work and become members of a corporation or institution, also known as employees, laborers, employees, workers, labor, etc. Meanwhile, the macro definition of human resources is the population of a country that has reached the working age, including those who have and have not worked (Ali & Harahap, 2021).

The definition of Human Resources is a person who operates as the engine of an organization, both an institution and a business, and who must be trained and developed. Human resources (HR) is one of the organization's resources, encompassing all individuals who perform tasks (Nocker & Sena, 2019). Human resources and non-human resources, which include capital, machines, technology, materials, and others, make up the majority of an organization's resources (Ghlichlee & Goodarzi, 2022).

Definition of Human Resource Management (HRM)

HRM is a management discipline that examines human relationships and organizational responsibilities. Human resource management encompasses the creation, utilization, and protection of both employed and self-employed human resources (Santana et al., 2020).

Hasibuan defines HRM in his book as the science and art of managing the relationship and role of the workforce to be successful and efficient in contributing to the achievement of the organization's, employees', and society's goals. According to Gauzali, HRM is an activity that firms must engage in to ensure that their employees' knowledge, skills, and talents align with the requirements of their jobs (Rubbio et al., 2018).

According to Flippo, HR is the planning, organizing, directing, and managing of employee acquisition, development, remuneration, integration, maintenance, and termination

in order to achieve the goals of individual organizations, employees, and society. Human Resource Management (HRM) is the utilization of human resources to attain the highest level of effectiveness and efficiency in achieving organizational, employee, and community objectives (Kalangit et al., 2022).

METHOD

The method used in this study is a qualitative method using a literature review approach. Qualitative research is a study that is usually used in a study of a natural object condition. The key instrument of this research is the researcher himself. The research subjects of this qualitative method are behavior, perception, motivation, action, and others, which are described in a language against a particular context that is natural by using various natural methods. The sources used in this literature review approach are books, journals, articles, and scientific works relevant to the research.

RESULT AND DISCUSSION
Employee Training as Human Resource Management

James Stoner defines management as a process of preparing, organizing, and operating the business of members of the organization and implementing all resources to achieve organizational goals. Meanwhile, human resources are an essential factor in an organization, apart from capital and asset factors. Human resources are also defined as someone who can contribute to achieving an organization's goals. In addition, human resources are believed to be the main factors of subjects and objects in the development process). Meanwhile, according to Fathoni, human resources are the most critical part of every human activity, including capital and wealth.

Sunyoto explained that human resource management is an activity that aims to generate, grow, encourage, and strive for performance in an organization. According to him, the efforts made to improve workers' performance in carrying out the work that is currently their obligation are carried out by training workers. Meanwhile, Hasibuan explained that human resource management is the arrangement of an official system that exists in an organization that aims to determine the effective and efficient application of one's talents in achieving the goals of the organization there are several elements of human resources, namely potential, attitudes, values, needs, as well as characteristics. The surrounding environment influences all the aspects mentioned above.

Several figures: present several definitions of training

1. Training is a personal matter or an approach used to help develop the skills and abilities of managers and trainers.
2. Training is an activity to increase the knowledge and skills needed in a job.
3. Training is an educational procedure in a short time using an integrated and organized method, and non-managerial workers can review technical knowledge and expertise against a limited purpose.
4. Training is included as one of the efforts in growing the knowledge and skills possessed by employees in fulfilling their work to be more effective and efficient.
5. Training can allow employees to acquire and learn behaviors, skills, abilities, and attitudes related to work.
6. Training is a process that aims to change attitudes, knowledge, skills, and behavior.
7. Training is a method of growing employee knowledge and skills. The process of increasing the knowledge and skills of employees is called training.

Based on some of the opinions above, it can be concluded that training is a procedure for developing employee/worker competencies and methods in the skills, abilities, and knowledge of employees/workers in carrying out the work that is their obligation to become more effective and efficient to achieve company goals.

Of course, there are people who carry it out or are commonly referred to as workers. Human resources training for an organization is essential to do because it will affect work performance for the workforce itself in an organization.

There are several stages or levels of assessment in determining the needs that must be met in training, namely:
1. Organizational analysis focuses on employee's perception within the organization for which training is needed.
2. Operations analysis: employees are guided to explore the contents of the workforce's activity to work professionally.
3. Individual study: to determine how well the employees or employees are carrying out their duties.

Companies benefit from on-the-job training, including:
1. Growing effectiveness in the method of making decisions and tackling problems.
2. Updating knowledge and skills.
3. Increase productivity and quality of work.
4. Create a working atmosphere for progress and communication.

The employees benefit from the training program, namely:
1. Stimulate and can achieve self-improvement and self-confidence.
2. Cultivate happiness at work and gain recognition.
3. Provide training and momentum to be able to grow and have a view of the future.
4. Improve speaking, listening, and writing skills.

Employee Development as Human Resource Management

Development is a long-term, structured, and systematic educational process in which members of management assess a conceptual and theoretical understanding as a broad objective. In a corporation or organization, HR development is essential to acquire skilled/professional and diligent workers who will become future employees.

In addition to the definition of training, there are also several definitions of development, namely
1. Development is an effort to grow the skills needed by employees through skilled and ideal training.
2. Employee development is a procedure to refresh, develop, and improve an employee's abilities, skills, talents, interests, and behavior.
3. Development is a planned, systematic, and continuous effort that is anticipatory with the aim of promotion, the cadre of leaders, and gaining a competitive advantage in human resources.
4. Development is an educational procedure that aims to acquire the ability of an abstract concept and tested in a structured manner.
5. Human resource development is highly trusted to create a training program that includes design, management, and evaluation, which is carried out with opportunities and learning development.

The benefits of development, namely:
1. Increasing the overall work production power of the organization/institution.
2. Improved the process of making decisions swiftly and accurately.
3. Increased enthusiasm for work in organizations/agencies.
4. Facilitate positive communication.
5. Can solve conflicts/problems practically.
6. It can help employees to make good decisions.
7. Can improve the ability of employees to problem-solving well.
8. Can increase job satisfaction.
9. Can provide information about the program technically and intellectually.
10. Can reduce the fear of facing tasks in the future.

As for the implementation of development training, several factors must be known, according to Marwansyah, namely:
1. Encouragement from top management.
2. Responsibilities of specialists and generalizations.
3. The growth of the technology used.

4. Difficulty in organizational/institutional structure.
5. Different types of learning, everyone is different.

Implementation of Employee Training and Development During the Pandemic Masa

According to Hasibuan, there are two types of training and development, namely training and development held officially by organizations/agencies for employees/employees and training and development carried out by parties outside the organization informally.

Participants who can take part in training and development based on Hasibuan's opinion are new employees in the company and employees who have worked for a long time and are currently in need of growth because of the demands of their position and work.

Covid-19 began to be heard at the end of December 2019 in Wuhan, China, where in the area it was found someone suspected of being infected with a virus that came from animals and spread to humans. In Indonesia, the first case occurred in March 2020 and in March, an increase from epidemic to the pandemic was also announced. Determining a pandemic status is based on considering that a contagious disease spreads very quickly to various regions and countries.

There were cases affected by Covid-19 in March, and then the government took action, namely the enactment of PSBB (Large-Scale Social Restrictions), where schools and learning activities carried out face-to-face were transferred to distance learning using social media. In addition, WFH (Work From Home) is carried out in the work environment, namely working from home, and working hours or work shifts are applied so that only 50% of people can work online.

The existence of new policies implemented by the government caused many changes to occur in the sectors of people's lives, such as economic education, tourism, politics, and so on. This happens because of restrictions on activities outside the home, in this case having an impact on large companies that are forced to reduce the number of employees, and the training provided by the company to employees has to be postponed until they find the right solution.

Covid-19 is an RNA virus with a particle size of about 120-160 nm. This virus can usually infect animals, such as bats and camels. Covid-19 is a new disease caused by Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2), which attacks respiratory disorders and pneumonia. The spread of Covid-19 will spread very quickly from human to human from someone infected with Covid-19, which occurs through fluids that come out of a patient when coughing or sneezing.

Someone who has a weak immune system or body will be attacked very quickly. A person infected with this virus has symptoms such as fever, cough, difficulty breathing, and loss of sense of smell. However, many people who are infected with the virus do not feel a symptom mentioned earlier, and this person is usually referred to as OTG (Asymptomatic People) will make the spread of this virus faster because the person's body does not know that his body has been infected with viruses.

This virus will react more quickly to a person's body if the person previously has had a severe congenital disease so the healing process will take longer. The thing that can be done to avoid getting infected with the virus is to adopt a healthy lifestyle, namely by frequently exercising, eating healthy and nutritious food, always wearing a mask wherever you go, constantly washing your hands or using a hand sanitizer, staying away from crowds, always keeping your distance and the last is always to take vitamins so that his immune system is strong.

With this pandemic, several activities designed by a company such as holding training for employees must be postponed until an undetermined time limit before a company or training institution finds the right method of conducting training and development according to living conditions in the midst of a pandemic.

Hasibuan said several methods are usually used in conducting training activities, including:
1. On-the-job training, is a method that places trainees or employees into an actual work condition that will later be guided and supervised by a trainer.
2. A vestibule, is a method of training usually done outside the work environment.

3. Demonstration and example, a research method is generally done by demonstrating the procedures for doing a job.
4. Simulation, is a method of training by showing learning conditions designed in such a way that they look the same as conditions on the job.
5. Apprenticeship, is a training method used to develop the skills of participants or employees so that they can learn various aspects needed in their work.
6. Classroom Methods, are methods of training held in a room, including discussions, seminars, case studies, role-playing, and so on.

Behind all these methods, there must be some methods that cannot be done today to avoid the spread of Covid-19. So that companies will think about what training design should be used during a pandemic like this. The company will make some changes in training for its employees. If, before the pandemic, the movement could be done directly and face to face, the participants who took part in the training were usually not small. However, during a pandemic like this, if the training is carried out face-to-face, it must apply the health protocols that are already in effect, namely by using 3M, such as washing hands, wearing masks, and always maintaining a distance of about 1-2 meters, and participants who take part in the training will be restricted. This can also be done if the area where the training is held does not enter the red zone, and participants who will take part in the training must be tested first so that there is no indication of a virus in the environment.

Using current facilities, such as those listed below, it is also possible to provide training via online media.

1. E-learning
E-learning employs a variety of innovative training technologies, including web-based training and CD-ROM. E-learning is a network technology used to build, deliver, choose, manage, and expand internet-based learning that is accessible anywhere and at any time as long as an internet connection is present.
2. Zoom App
Zoom is a network-based or internet-based video conferencing service used to meet people face-to-face who are physically located in separate locations, which is usually done using video or audio only, and the meetings that can be held can be recorded so that it can be viewed for later or shared with others.

The application can be used as a facility if you want to carry out training or meeting, and the potential for the spread of the virus will be less because there is no face-to-face meeting that is held directly, and in this application, participants are also in discussion.

Companies usually require their employees to attend training at least once a year, both internally and externally. Before the pandemic, training was traditionally done face-to-face. However, during a pandemic like this, this cannot be done, so it can be done through virtual meetings or by attending webinars.

During a pandemic such as this, personnel can still be trained offline or online. If performed offline, the necessary health protocols must be implemented. If it is conducted online, it can be conducted utilizing a variety of mediums, such as the Zoom application. The design of the training employed during the Covid-19 epidemic must be as well-considered as feasible so that it can be directed and organized in accordance with the anticipated aims it can achieve. Therefore, during the Covid-19 period, a training and development plan is required.

Several factors must be considered when planning training for the Covid-19 era. First, the Training Instructor must be able to meet a maturity-based competency and qualification criterion and be able to encourage training participants to be more enthusiastic about conducting training during the Covid-19 period. Second, the training material, which is a crucial element in attaining training success, where the offered content may match the needs of human resources or trainees. The information offered throughout the Covid-19 time should be concise, clear, straightforward, and simple for the trainees to apply.

CONCLUSION

Management is a procedure used in planning a program, organizing, and operating an organization's members who use all available resources to achieve a goal in the organization/agency. Human resources are the most important thing in every human program, including capital and wealth. We can take that human resource management refers to activities that aim to grow to motivate performance in an agency.

Training is a procedure used in developing the knowledge and skills of employees. At the same time, development is a long-planned educational process utilizing a structured and systematic approach, where members of management will acquire conceptual and theoretical knowledge. During the Covid-19 epidemic, online training is available. The design of the training employed during the Covid-19 epidemic must be as well-considered as feasible so that it can be directed and organized in accordance with the anticipated aims it can achieve. Therefore, during the Covid-19 period, a training and development plan is required. In order to perform training during the Covid-19 period, a number of factors must be considered, including training instructors and training materials.

REFERENCES

Akdere, M., & Egan, T. (2020). Transformational leadership and human resource development: Linking employee learning, job satisfaction, and organizational performance. *Human Resource Development Quarterly*, *31*(4), 393-421.

Al-Ababneh, H. A., & Alrhaimi, S. A. (2020). Modern approaches to education management to ensure the quality of educational services. *TEM Journal*, *9*(2), 770.

Ali, R., & Harahap, R. H. (2021). Evaluation of Education and Training Program At Medan Religious Training Center. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, *5*(2), 75-85.

Cisi, M., & Centrone, F. A. (2021). The human capital for value creation and social impact: The interpretation of the ir's hc definition. *Sustainability*, *13*(13), 6989.

Contreras, F., Baykal, E., & Abid, G. (2020). E-leadership and teleworking in times of COVID-19 and beyond: What we know and where do we go. *Frontiers in Psychology*, *11*, 590271.

Cozzolino, A., Corbo, L., & Aversa, P. (2021). Digital platform-based ecosystems: The evolution of collaboration and competition between incumbent producers and entrant platforms. *Journal of Business Research*, *126*, 385-400.

Di Vaio, A., Palladino, R., Hassan, R., & Escobar, O. (2020). Artificial intelligence and business models in the sustainable development goals perspective: A systematic literature review. *Journal of Business Research*, *121*, 283-314.

Doz, Y. (2020). Fostering strategic agility: How individual executives and human resource practices contribute. *Human Resource Management Review*, *30*(1), 100693.

Fareri, S., Fantoni, G., Chiarello, F., Coli, E., & Binda, A. (2020). Estimating Industry 4.0 impact on job profiles and skills using text mining. *Computers in industry*, *118*, 103222.

Ghlichlee, B., & Goodarzi, A. (2022). Strategic human resource practices and new product development performance: the mediating role of intellectual capital. *Journal of Intellectual Capital*.

Hamdi, S. (2022). Covid-19, social stigma and changing religious practice in Tablighi Jamaat communities in Lombok, Indonesia. *International Journal of Disaster Risk Reduction*, *76*, 102996.

Kalangit, W., Masengi, E. E., Pangkey, I., & Mandagi, M. (2022). Human Resources Development in Bitung City Library Service. *Technium Soc. Sci. J.*, *28*, 17.

Klein, V. B., & Todesco, J. L. (2021). COVID-19 crisis and SMEs responses: The role of digital transformation. *Knowledge and Process Management*, *28*(2), 117-133.

Madhumathy Sakthivel, D. G. D. (2022). Impact of Human Capital Management on Employee Retention in Automobile Industry with special reference to Selected Companies in Bengaluru. *Journal of Positive School Psychology*, *6*(2), 643-669.

Malik, S. Y., Cao, Y., Mughal, Y. H., Kundi, G. M., Mughal, M. H., & Ramayah, T. (2020). Pathways towards sustainability in organizations: Empirical evidence on the role of green human resource management practices and green intellectual capital. *Sustainability*, *12*(8), 3228.

Maryani, Y., Entang, M., & Tukiran, M. (2021). The relationship between work motivation, work discipline and employee performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies*, *2*(2), 1-16.

Nagy, J., Oláh, J., Erdei, E., Máté, D., & Popp, J. (2018). The role and impact of Industry 4.0 and the internet of things on the business strategy of the value chain—the case of Hungary. *Sustainability*, *10*(10), 3491.

Nocker, M., & Sena, V. (2019). Big data and human resources management: The rise of talent analytics. *Social Sciences*, *8*(10), 273.

Ozkeser, B. (2019). Impact of training on employee motivation in human resources management. *Procedia Computer Science*, *158*, 802-810.

Plachy, R. J., & Smunt, T. L. (2022). Rethinking managership, leadership, followership, and partnership. *Business Horizons*, *65*(4), 401-411.

Qamar, Y., Agrawal, R. K., Samad, T. A., & Jabbour, C. J. C. (2021). When technology meets people: the interplay of artificial intelligence and human resource management. *Journal of Enterprise Information Management*, *34*(5), 1339-1370.

Rachmawati, R., Choirunnisa, U., Pambagyo, Z. A., Syarafina, Y. A., & Ghiffari, R. A. (2021). Work from Home and the Use of ICT during the COVID-19 Pandemic in Indonesia and Its Impact on Cities in the Future. *Sustainability*, *13*(12), 6760.

Rubbio, I., Bruccoleri, M., Pietrosi, A., & Ragonese, B. (2018). Digital health technology enhances resilient behaviour: evidence from the ward. *International Journal of Operations & Production Management*.

Santana, M., Morales-Sánchez, R., & Pasamar, S. (2020). Mapping the link between corporate social responsibility (CSR) and human resource management (HRM): how is this relationship measured?. *Sustainability*, *12*(4), 1678.

Svensson, I., Brorström, S., & Gluch, P. (2022). Introducing strategic measures in public facilities management organizations: external and internal institutional work. *Public Management Review*, 1-22.