



IMPLICATIONS OF PANDAMIC ON ORGANISATIONS AND HRM PRACTICES

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ABSTRACT

The research aims at clarifying the implications of Covid-19 on companies and HR functions/ This study pictures organisational responses to pandemic and the challenges organisations faced during the crises. It also looks at the way organisations in Hubli Dharwad are looking at when it comes to handling the HR functions to the new normal. It explores how HR department support employees and whether the organisations are looking at employee wellbeing during pandemic. Quantitative Research was adopted. The data was collected through survey and the instrument used was Questionnaire. Questionnaire was distributed to the HR Managers, Owners of companies in Hubli and Dharwad. The data was analysed using Excel. The research concentrates on Challenges organisations and the HR department is facing in an organization. The research proposes that the HR department needs to be dynamic in changing its practices as the expectations of the employees and the market demand. Strategies like remote working, flexible schedule, employee wellbeing, employee engagement practices, motivational practices, training and development of employees. The research results lack generalization as the study was done only at companies based in Hubli Dharwad. The research speaks on implications of development of employee friendly HR functions to adapt to new reality.

KEYWORDS : Coronavirus, Pandemic, Human Resource Functions, Training, Work from home.

INTRODUCTION

The Covid - 19 had forced many business houses to shut down leading to lot of disruptions in the working of the organizations and their turnover. Most of the companies have faced many short-term challenges in terms of health and safety measures of employees, supply chain, business models, marketing and many more.

Remote working has become the norm, or that working practices have become more flexible. While this may be indeed what happens, because Covid-19 is a global pandemic, we need to understand its impact on working practices, well-being and HRM in specific contexts.

Firstly most of the companies have moved to remote working, but most have not made positions redundant and have worked to retain staff without using government subsidies. Few organizations have gone for some additional hiring and few companies have frozen the recruitment.

Secondly, most companies preferred remote working.

Thirdly, people management practices played a very important role. People management has become more swift and more responsive as a consequence of the changed situation. Sudden shifts in the culture and environment for work and the loss of structure and social contact have perplexed many employees and CEO's in finding a balance between productivity and family responsibilities. The HR has played a vital role in keeping employee intake with performance through various practices like forming a specialized teams, Workforce planning, Healthy and Safety, Free Precautionary aids and facilities, Flexible work culture, Digitalization of recruitment process, developing skills, emphasis on internal hiring, adoption of Person - Environment fit, Child care facilities, psychological well-being , re-aligning employee benefits and re-designing policies in relation to remote working.

Fifthly the Behavioural changes - employee willingness to collaborate with each other and with human resource professionals and departments in making changes, and employee willingness to be flexible and adaptable; complying with necessary changes to safety measures and; a willingness to learn and up skill quickly. Such positive behaviours have enabled some organisations to manage rapid change effectively. HR professionals advised managers

how to effectively manage performance of a remote workforce, while the issue of micro-management is often a cover for the lack of trust managers have towards their staff once they are 'invisible'.

REVIEW OF LITERATURE

The pandemic situation may force many organizations to innovate work methods to keep the organization on and lead to adapt to technology as better as possible. This method will not only be applied in the lockdown period but also be used in a normal period in the future. This adaptability will lead the organization to increase the technology utilization in near coming days. Human resource management ensure that the organization recover from the current pandemic ravaging the globe and also create strategies in achieving organizational goals by making sure that the well-being of employees are put into consideration while working to make sure the (Ebiasuode Aw, December 2021).

Using online digital tools are considered as beneficial in the areas like security and transparency; inclusivity and engagement; human interaction. There's usually a high level of stakeholder acceptance of the utilization of digital tools. Also, possibility for online education and training during specific period of your time ends up in development of skills and potential of employees. Online development contains the chance to attach experts from different fields or nations. Managers have a chance to find out and practice new ways of leadership and management. Office is not any longer one in every of the advantages in organizations, but a replacement way of labor, which brings more flexibility and new opportunities. Research indicates that they need to be way more 'tech savvy' in offering support and in other aspects of their support role as HR professionals. They need also to develop new policies, but more importantly, practices, with reference to performance management. (Mr. Thirupathi Bhukya: December 2021) organization's goals and objectives are achieved in this era of the covid-19 pandemic.

Additionally, HRM has applied new know-hows to implement their goals (Bondarouk, Parry, & Furtmueller, 2017). A previous research by Bondarouk & Ruël (2012) has shown that strategic advantage of e-HRM might arise under certain conditions, and by that time the frequency of e-HRM practice was low. On the other hand, Lin (2011) proven that IT and virtual HR positively impact firm innovation. By the same token, organizations have proceeded to virtual forms of recruitment,

selection, and training instead of face-to-face interactions (Maurer, 2020).

RESAERCH METHODOLOGY

The study was carried out in three phases. Phase one was qualitative using interview method. From this interview we could determine the challenges the Organisations and HRs faced during pandemic. Phase two was qualitative where in the questionnaire was developed using the same areas where companies had expressed the areas of concern. The phase 3 was designing the questionnaire and later was administered to 23 HRs and Owners of the various organisations. The research approach was descriptive in nature with a judgemental sampling method.

Questions regarding respondents' attitude towards remote working, work culture, perception towards organizational response to the pandemic crisis and the implications of the crisis on HRM, HR managers' evaluation of changes in the jobs, work-life balance, flexible working hours, communication, and attitudes of the top-management. To analyze the gathered data, descriptive statistics was carried out through MS Excel.

ANALYSIS AND INTERPRETATION

Parameters	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree
Organization is negatively affected by the Covid-19 pandemic.	13.04	17.39	34.78	17.39	17.39
Communications during Covid-19	34.78	56.52	0	8.7	0
Crisis Management	43.48	39.13	4.35	13.04	0
Change in Work Culture	13.04	21.74	52.17	4.35	8.7
Counselling to employees about the change of work	8.7	60.87	21.74	4.35	4.35
Workplace Management	13.04	39.13	39.13	4.35	4.35
Cut in working Hours	13.04	13.04	30.43	26.09	17.39
Flexibility in Work Culture	30.43	39.13	26.09	0	4.35
Proper Scheduling	26.09	52.17	13.04	8.7	0
Work-life balance	39.13	39.13	4.35	4.35	13.04
Employee Engagement Practices	21.74	52.17	17.39	8.7	0
Values and Organisational Culture	43.48	47.83	8.7	0	0
Projects to improve physical office/ home office space during Covid	30.43	34.78	34.78	0	0
Employee – Manager Relationship	30.43	34.78	34.78	0	0

Practices to improve Employee Morale	47.83	39.13	0	8.7	4.35
IT service, HRM service	34.78	34.78	26.09	0	4.35
Co-Creation of Projects	34.78	30.43	26.09	4.35	4.35
Projects to improve working of employees.	34.78	30.43	26.09	4.35	4.35
Top management completely supports employees / HRM.	43.48	34.78	13.04	4.35	4.35
Top Management and HRM Develop / support employees	26.09	56.52	8.7	4.35	4.35
Flexi-time opportunities	26.09	60.87	13.04	0	0

FINDINGS

The data speaks about the organizations capacity to fight back during the Covid times. Which includes, reserves, amenities, security, protections, welfares, improvements etc. Covid-19 forced many changes to occur within organizations operations. Job performance seems to be an important factor, shaping and keeping job performance during covid-19 pandemic was a challenge for organizations.

Work motivation, job satisfaction and organizational commitment in a time of crisis is very important. Most of the companies gave good support to employees. Most of the managers where able to deal with the workplace changes and the situations that aroused during the pandemic.

Since the employees have been working distantly from home during the virus, the work-life balance issues were critical tasks for managers to address. The surveyed managers agree or strongly agree that they have enough flexible schedule from work to meet their other responsibilities at home such as childcare. On the other hand, they agree or strongly agree that they have enough time to perform their tasks and duties at work. Nevertheless, they disagree or strongly disagree that they experience work-life balance. According to the survey results, the organizations in most cases established flexible working hours and allowed work from home in order to support employees to perform their jobs during the pandemic. Moreover, the managers were in constant communication with the employees and treated them with compassion

In addition to trainings, formal meetings were also held mostly online through the Internet communication tools to inform employees about the organization's situation, such as strategy, results, changes, etc.

To the statements regarding employee wellbeing, the managers agreed that they studied feelings and needs of the employees. For this reason, they have initiated projects to improve home office spaces of the employees and to improve their working in general . In addition, the employees were involved in projects and their views were considered. The respondents indicated a high level of agreement with the statements that they help managers to improve relations with employees, initiated various projects to help employees and managers to adapt to the remote working conditions, and created agreeable atmosphere with the focus on

organizational values and culture.

The support from the top-management was vital to the human resource managers in their activities to ensure employees' wellbeing during the Covid-19 crisis. Concerning the attitude of topmanagement towards HRM practice in the course of pandemic crisis, the respondents agreed that the top-management of their organizations completely supports employees, understands the importance of employee emotional experience, and encourages HRM practice to improve employees' wellbeing.

Overall the study indicates that the organizations and the human resource management took at most measures to boosts employee morale and also to continue the work through the tough times.

CONCLUSION

Since all organizations respond to the risk of the new coronavirus crisis, HR managers have to play a central role as organizations need to help their workforce cope with and adjust to their newly altered work environment. The pandemic crisis has triggered changes in the working conditions at all organizations. It also augmented changeover to remote working and digitalization. Companies had to change the policy in this regard and allow remote working.

Work from Home is accompanied with the flexible working schedule, modifications to tasks, duties, workplaces, working hours, team working, and management systems are inevitable, workload and working hours have increased the stress among the employees.

Companies need to guard the security of their employees and put motivations in place in order to survive and to demonstrate organizational values. The organizations of any type and size need to adapt to and navigate through the COVID normal. Respectively, the HR managers should confront the problems employees are facing. Finally, the researchers should provide important insights on the long-term challenges the business and society are facing in the course of new normal.

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