

# Impact of COVID-19 on Human Resource Management in the Organization.

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***Abstract: A study on changes caused by COVID-19 that has enforced companies around the globe to accelerate transition to digital business processes. Human Resource Management (HRM) is a modern approach of maintaining people at the workplace which focuses on acquisition, development, utilization and maintenance of human resources. HRM needs to manage people in companies during the crisis in order to enable business continuity and ensure work-life balance. The Pandemic has also affected the day-to-day lives of the general public. Thus, people's income level is going down, inflation is going up and the losing job ratio is also going up. Meanwhile a number of discussions are taking place, concerning the impact of COVID-19 and implications of workplaces, working practices and Human Resource Management (HRM). The overall role of HRM and the daily tasks performed by the HR professionals have gone through significant shifts, particularly because of the exceptional growth of remote work in response to COVID-19 Pandemic. Hence, HR has to redesign and reimagine the way it works within the workplace. The quantitative methods have been utilized in this research in which a total of 84 respondents have been selected on the scale of non-profitability sampling. Descriptive statistics are the statistical metrics used in this research. From the analysis, it is found that the HR Managers should play a major role in satisfying their employee's needs, and the other major elements are mentioned in the analysis part.***

***Key Words: Flexibility, HRM, Work-life-balance, Remote working, Employees, New Technologies.***

## 1. INTRODUCTION

As the Corona spreads, Working from Home is the new normal for employees. But the larger question is how this massive transformation impacts the workplace, you, your team and organization. It's likely that the way we work will be changed forever as a result of COVID-19. HR leaders have been playing a central role in keeping the workplace effective, productive, resilient and engaged. Now it's the time for HR leaders to turn their attention towards recovery, to ensure their organization is prepared to thrive. This study helps in determining the impact of COVID-19 in the Organization and the challenges faced due to the current crisis in terms of remote working, and identifies the implications the pandemic has on human resources. This study helps in the organization policy changes regarding remote working because of COVID-19 Pandemic. This study helps in finding whether the employees are aware of new technologies and whether they know how to use it. This study helps in making decisions regarding work related travel, Managing during the pandemic, Changes in

the jobs, recruiting and selection in times of the pandemic, Formal meetings during Pandemic and Formal pieces of training during the pandemic.

The Pandemic crises have forced most of the Organization's employees to work remotely. Due to this, the economy has been affected drastically. The research is induced by a situation in which business process continuity has been affected by the regulations aiming to prevent the spread of Covid-19, causing dismissals and reduction of staff.

## **2. LITERATURE REVIEW**

### **Human Resource Managers facing Covid-19: Implications and Challenges**

HRM is a strategic approach to the employment, development and well-being of the people working in the Organization (Michael Beer, Harvard Model). The impact of these challenges are exposed in this section, in relation to policy changes regarding remote working, using new technologies, Flexible working schedule, Work related travel decisions, meetings, management, changes, recruitment and selection by the HR Management are shown in this study. Each HRM is discussed individually, however they are interrelated. This suggests that any change in one HRM function will affect the other function (Mondy & Martocchio, 2016).

## **3. METHODOLOGY**

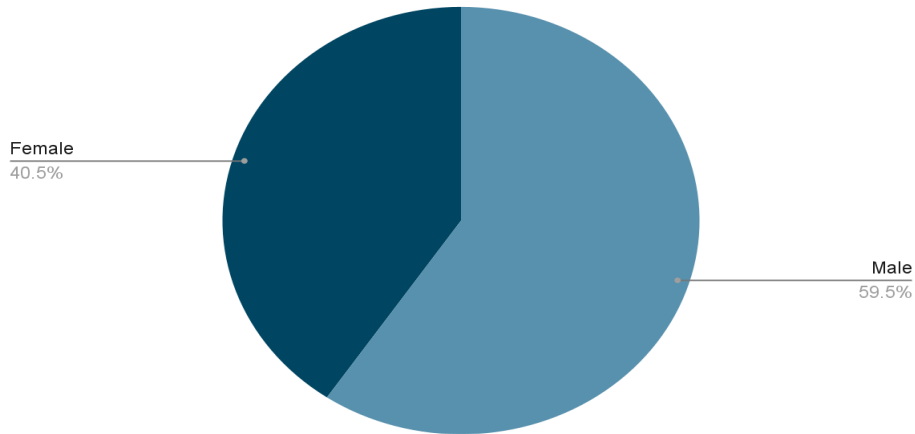
This paper is a general literature review that aims to examine recent and relevant literature which investigated the impact of COVID-19 on Human Resource Management in the Organization. Thus there are very few research papers relating to this topic. We thought of examining the impact that caused the Organization, not only the Human resource managers but also all the other employees working in the organization due to COVID-19. We searched for articles related to this in Google and other search engines for reference. The search for articles are performed manually. Google forms were used for conducting surveys where we got 84 responses. We searched for articles that were published after March 2020. We have excluded epidemiological articles. The articles analyzed in this paper are listed in the section "References".

## **4. DATA ANALYSIS**

### **1. Covid-19 and Policy changes regarding remote working by the Organization:**

Remote work is a type of flexible working arrangement that allows an employee to work from a remote location outside of corporate offices. The purpose of remote working is that remote workers typically have more time and fewer distractions, which leads to increased productivity. In order to ensure the policy changes regarding remote working, employee response is required. Responses for the survey conducted in which out of 84 responses 73.8% of the employees have agreed that their organization changed the policy regarding remote working because of the Covid-19 Pandemic situation out of which 59.5% are Male and 40.5% are Female.

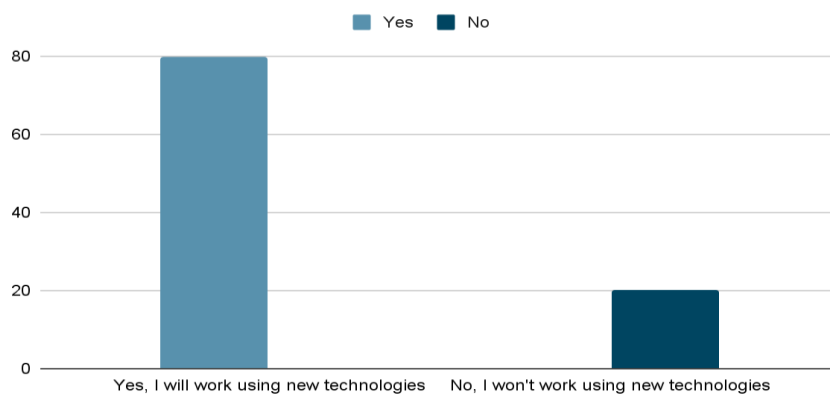
Points scored



**2. Usage of New Technologies:**

Any set of productive techniques which offers a significant improvement over the established technology for a given process in a specific historical context. Some of the new technologies used in HRM are Virtual reality, Machine learning, Automation, Cloud technology, Analytics, etc. In order to ensure the usage of new technologies by the employees, employee response is required. Responses for the survey conducted in which out of 84 responses 79.8% of the employees have agreed that they are ready to work using new technologies, 16.7% of the employees have denied to work using new technologies and the rest 3.5% of the employees may be working using new technologies.

Points scored

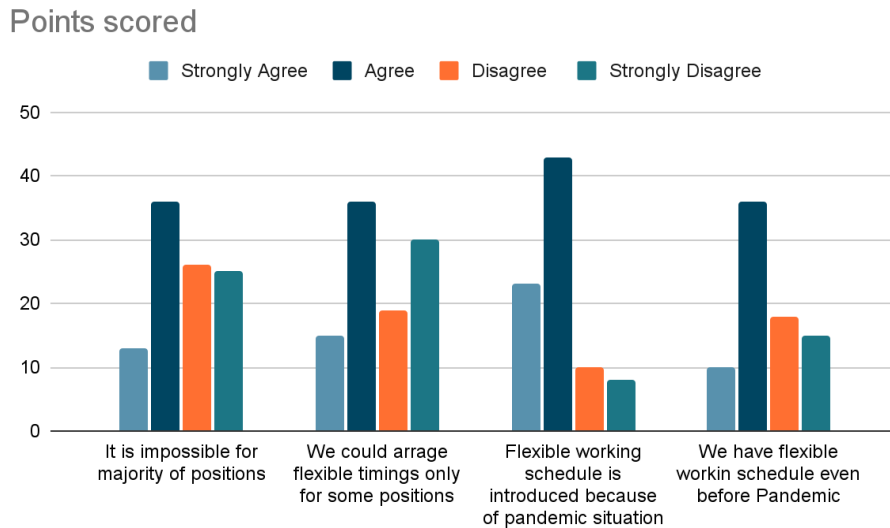


**3. Flexible work schedule at organizations:**

Flexible work hours are temporary changes in an employee's regular work schedule in order to adjust for a planned, unplanned short-notice or sporadic event. The flexibility helps the employee to avoid working more than 40 hours in a work week or to avoid having to take paid or unpaid time off for an absence. In order to ensure the flexibility of employees in their work, their responses are required. In which the employees have answered the following survey questions:

- Is it possible for the majority of positions?
- Is a flexible working schedule introduced because of a pandemic situation?
- Does your Organization have flexible working timing even before the pandemic?

The following survey question's responses are shown below as a graph.



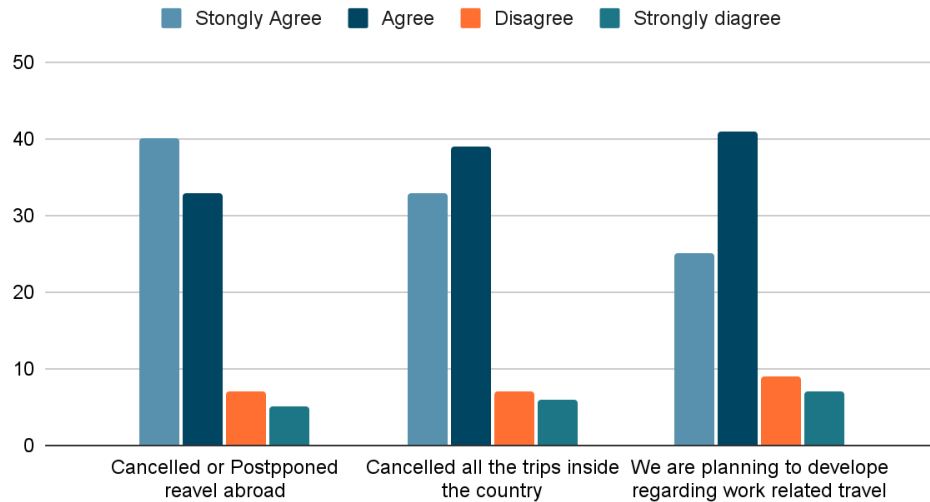
#### Interpretation:

- More than 35% of the respondents agree and more than 10% strongly agree that it is impossible for the majority of positions to have flexible work schedules.
- More than 35% of the respondents agree and more than 15% strongly agree that flexible timings could be arranged for some positions only.
- More than 40% of the respondents agree that flexible working schedule is introduced because of pandemic situation
- More than 35% of the respondents agree that flexible timings were there even before pandemic.

#### 4. Decisions regarding Work related Travel:

After communicating clearly with employees about work related travel decisions and listening to any concerns they have, the following outcome is represented through the below graph.

### Points scored



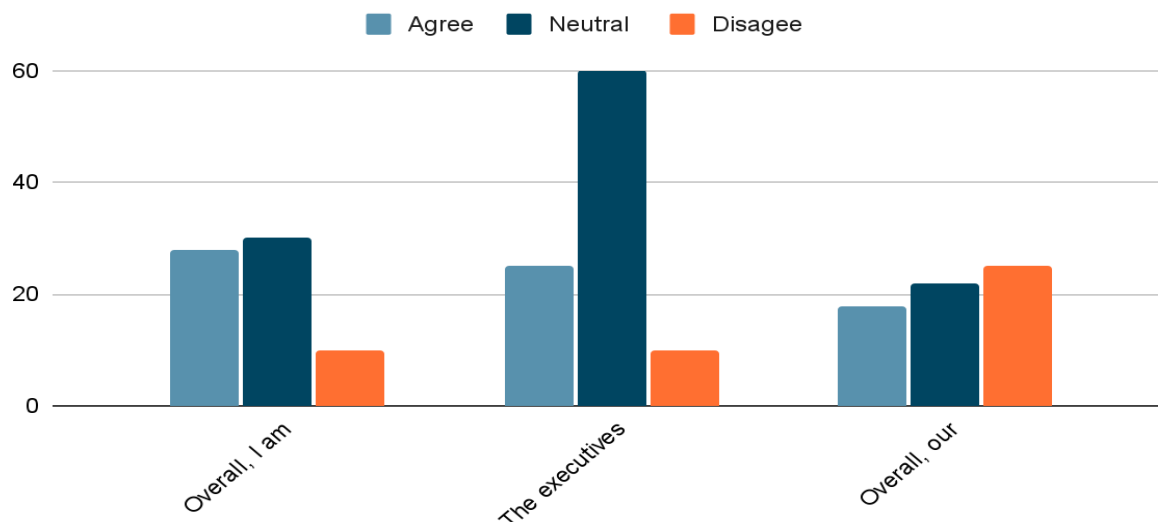
#### Interpretation:

- 40% of the respondents strongly agree that they have cancelled or postponed travelling abroad.
- More than 30% of the respondents strongly agree that they cancelled all the trips inside the country.
- More than 20% of the respondents strongly agree that they are planning to develop work related travel.

#### 5. Managing during the Pandemic:

Overall, the employees have agreed that they have planned with how their workplace is handling the Pandemic situation. The executive board/ top management has communicated adequately to the employees about the pandemic where they discussed how their organization was negatively affected by the Pandemic situation.

### Points scored



#### Interpretation:

- More than 20% of the respondents agree that Overall, they planned how to handle the workplace during a pandemic.
- More than 20% of the respondents agree that executives board/top management has communicated adequately to the employees about the pandemic.
- More than 15% of the respondents agree that overall, their organizations are affected by pandemic.

#### 6. Changes in the Jobs:

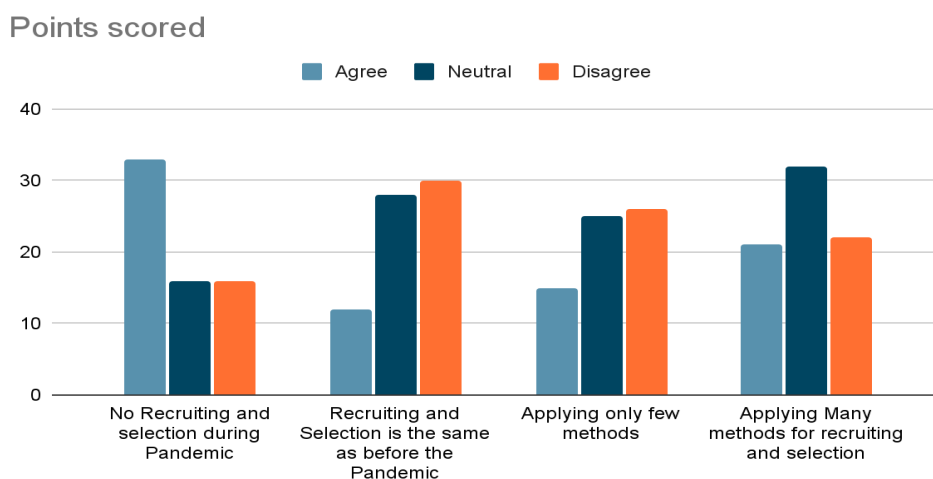
A Transfer refers to lateral movement of employees within the same grade, from one job to another. A transfer is a change in the job of an employee without a change in responsibilities or remuneration (Filippo). The following table is about the changes made in the jobs where 84 people have responded.

Serial no.	Effect	Strongly agree	Agree	Partially Agree	Disagree	Strongly Disagree
1.	Work tasks and duties have been changed.	16%	28%	16%	18%	22%
2.	Got consultation when job responsibilities have changed.	9%	38%	23%	10%	20%
3.	The way how the workplace has been	11%	45%	17%	10%	17%

	managed has changed.					
4.	Working time has been reduced.	9%	18%	17%	23%	33%

### 7. Recruiting and Selection in time of Pandemic:

Recruitment and selection is an important operation in HRM, designed to maximize employee strength in order to meet the employer’s strategic goals and objectives. It is a process of sourcing, screening, shortlisting and selecting the right candidates for the required vacant positions. The flowing graph shown below is about how the recruitment and selection process is happening in an organization during the pandemic situation.

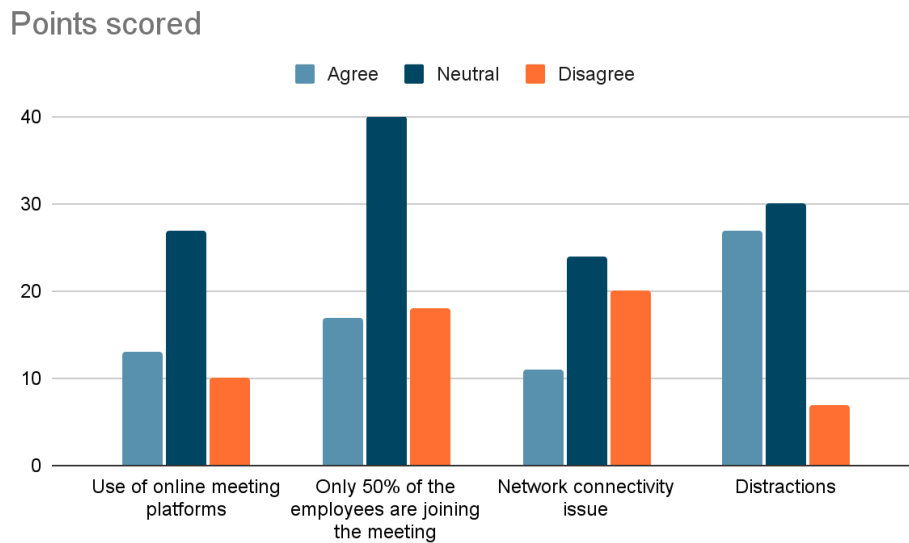


#### Interpretation:

- More than 30% of the respondents agree that no recruiting and selection during pandemic.
- More than 10% of the respondents agree that recruiting and selection is the same as before the pandemic.
- More than 15% of the respondents agree that few methods are applied for recruiting and selection.
- More than 20% of the respondents agree that many methods are applied for recruiting and selection.

### 8. Formal Meetings during Pandemic:

The benefits of face to face communication are Clearer communication, fewer interruptions, stronger relationships, build trust and more attentive participants. During this pandemic situation the meeting can be held through Zoom meeting or any other online virtual meeting platform. The below graph is about an employee's suggestion about formal meetings during a pandemic situation.



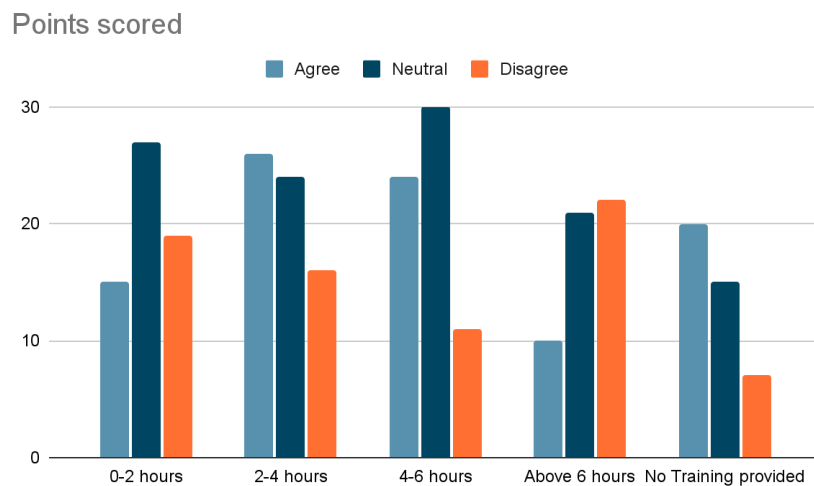
**Interpretation:**

- More than 10% of the respondents agree that formal meetings are conducted using online meeting platforms.
- More than 15% of the respondents agree that only 50% of the employees are joining the meeting.
- More than 10% of the respondents agree that they are facing network issues during the online meeting.
- More than 25% of the respondents agree that they are getting distracted during the online meeting.

**9. Formal training during pandemic:**

Training will be important for the increased number of unemployed to gain skills that are likely to be in high demand in the post-COVID- 19 world. Yet, today, only about 40% of adults, on average in OECD countries, participate in formal and non-formal job-related training annually and they are disproportionately high-skilled. A graph is shown below based on the training.





### Interpretation:

- More than 15% of the respondents agree that formal training is conducted from 0-2 hours.
- More than 25% of the respondents agree that formal training is conducted from 2-4 hours.
- More than 20% of the respondents agree that formal training is conducted from 4-6 hours.
- More than 10% of the respondents agree that formal training is conducted above 6 hours.
- More than 20% of the respondents agree that no such training is provided.

## 5. DISCUSSION

The focus of this study was the impact of covid-19 pandemic Human Resource Management in the organization. To investigate the Policy changes regarding remote work, flexible work schedule, usage of new technology, Decisions regarding work related travel, managing during pandemic, Changes in the jobs, Formal meetings during pandemic, Training during pandemic and Recruiting a selection during pandemic. The people who participated in the survey are Managers, Accountant, Supervisor, and Head of department and team leaders.

From the responses to our study so far, and we continue to gather data, HR professionals and others with people management responsibilities are having to bob and weave almost on a daily basis. As part of the requirement for them to be more agile, they are having to learn new skills, develop new expertise and disrupt some old practices. They are having to learn very quickly how to support remote working. In particular, this is with respect to issues of performance, changing benefit scenarios and psychological well-being. In addition, they are dealing with managerial trust issues concerning remote staff and micro-management. Our respondents are indicating that they have to be much more ‘tech savvy’ in offering support and in other aspects of their support role as HR professionals. They have also to develop new policies, but more importantly, practices, with respect to performance management. Respondents also highlighted that to have business and people management continuity plans

in place has now taken on much greater urgency for the future. we will begin to get an increasingly detailed and inevitably complex picture of the impact of and implications for working practices and HRM systems of the Covid-19 pandemic. We might assume that some of these issues will be common in many countries.

## 6. CONCLUSION

The contribution of this paper should, however, be considered in light of some limitations. First, our research is a general literature review with an informative purpose, which might suggest that there is a possibility of a subjective selection of literature. Notwithstanding, the databases that we have used (Google Scholar, Ebsco, and Semantic Scholar) provide the most cited articles. Besides, the purpose and the informative character of this paper do not require a systematic review of the literature. Second, while writing this paper, COVID-19 is still present. Therefore, it is not possible to identify accurately the long-term challenges and opportunities. Future research should be directed toward longitudinal analysis to identify these challenges and opportunities.

## 7. REFERENCES

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