

IMPACT OF COVID-19 ON HUMAN RESOURCE

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Abstract:

Recently, it has been observed that COVID-19 frequency is increasingly upsetting organisations operations in various magnitudes. In equal measures, the HR operations have considerably been pretended. Through an analysis of different sources and individual experience, there is a need for the employees and employers to establish appropriate strategies in ensuring that they promote persistence in their organisation operations. In the modern business environment, HRM plays a critical function in authenticating that all employees operations and stakeholders are implemented and effective. In this case, they have to play an active role in determining the approach to be followed in the return to work for all employees, flexible working strategies and promoting the health and well-being of their employees. This would assist in imparting the employees with the required skills for adopting an effective organisation operation. To maximise fully on technology, it would be possible to adopt technology to facilitate effective remote working and online platforms.

Key words: COVID-19 HRM (Human Resource Management), HRM Practices and Strategies.

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Introduction:

The COVID-19 has badly affected the modernised world of work quantitatively and qualitatively. This is embodied by the extent to which organisations globally have invested comprehensively in people management policy in the last months. These scheme include inaccessible working, working hours reduction, reduced costs of training and development policy, and banning on recruitment, among others. Various approaches adopted by the modern organisation in this period are affirmed by study that had focused on Human Resource (HR) function approach on stagnation impacts and hypothesised that HR plays an important role in applying various strategies & techniques. These are basic practical in their existence and aims on achieving comprehensive business performance. Despite of different studies having focused on analysing the role of HR in times of decline and other crisis, there exist less authors who have explore on evaluating the impact of HR in the event of health calamities such as the COVID-19 pandemic. The less research in this area exists despite the impact of the 101-year old Spanish Influenza that had cost more than 50 million lives is proof. Many organisations globally have failed in integrating strategies that would place them appropriately to tackle the aftermath of the COVID-19. In this topic, the impact of COVID-19 pandemic on HR practices has been evaluated. To achieve this, a focus on the HR activities at play in the current crisis has been checked.

Also, the role of top management in supporting the HRM strategies, and pro activeness of HR management in assisting their organisations in absorbing the impacts of the COVID-19 to the HR has been equally checked.

Research Problem:

It has been noted that a consequence of the COVID-19 pandemic, more than 80% have been working from home with 20% turnovers being evident. This phenomenon has been common globally with most of the developed organisations are being affected by the COVID-19 implications. Based on this view, noted that as an effect of the pervasiveness of COVID-19 pandemic, organisations are assimilating their mission, values and societal impacts. This is with a focus on their employees, stakeholders, and the community .In specific, developed organisations are supposed to structure their HR practices in a manner that is broadcasting a climate of leadership and management engagement while providing timely, concrete, absolute, detailed and steady communication. This is in the entire organisation levels and as a best practice of the employee's management as they are the most resourceful asset. Taking this problem statement into account, this chapter intends to appraise the impact of COVID-19 on the HRM practices.

Research Methodology:

Present study bases in secondary data. In order to conduct research, secondary data is of prime significant. To get deep insight of the study books, Journals, Magazines, Periodicals, Newspapers, Reports and Internet was used.

Impacts of COVID-19 on HRM Practices:

A mass of the issues having a direct impact on the HRM practices as a result of COVID-19 is as a result of people management aspects. In HRM, people management are identified by as being included in policy set in place by organisation in the management of their workforce and the changing practices. From a general point of view, as a result of COVID-19, the workplaces are now identified as being increasingly energetic and responsive owing to the changing circumstance. This means that organisations must be privileged with the need to be flexible with different legal issues and the internal integrity and procedures, which could be disregarded to offer.

The Impact of COVID-19 on Human Resource Practices 313 increased dexterity and flexibility levels. The importance of this, as noted in, is that the dexterity HRM practices would be ready to proactively respond to the changes in their business environment rather than domineering only a lookout and reactive role.

For instance, if organisations continued with their management practices similar to how they were doing them before to the pandemic; their operations would be more productive and coordinated. In general, the employees now have to learn promptly about supporting an active report working. The phenomenon is also proof in areas of performance, changing the benefit scenarios and overall psychological well-being.

Current Practices in HRM which has Changed Result of COVID-19:

The many of the existing information on the impact of COVID-19 on the working practices and HRM are many a times general and basically focused on defining a new problem. For instance, the information argues on the possibility that flexible working or remote working would be a new norm. Despite the validity of these information, it is necessary to examine the impact of the COVID-19 pandemic on the existing working practices, well-being, and HRM is more specific context. In a study by that had suggested an input–output escalation design framework for the organisations operations in the crisis condition, the good practice in managing in such a circumstance has been provided. The study shows that the HR impact the employee's hiring and the overall workforce. The need to arrange the approach of HR on the worker's roles in today's business environment and the future is informed by the likelihood of the emergence of pandemics in the future. Since all organisations; HR needs to be appropriately prepared in encouraging the effects

linked to such pandemic's occurrence.

Apart from the people management, business continuity is also critical in their working practices. In particular, the best practice in modern COVID-19 time would involve making sure that organisations are operating through operational technology. Part of this is ensuring that there prevails a high-level communication, being supervised, increased productivity, and performance management. Additionally, the levels of the realignment of the employment gains and redesign of existing policies pertaining to remote working being put into account. Report has identified these impacts as including practices to ensure organisations navigate through an active disruption.

Training and Development Strategies in Remote Working:

The best practice in the period of COVID-19 has been promising and ensuring that employees are working from home. This is accepted by report that had pointed out that during the COVID-19 period, approximately 94% of world employees operate in countries characterised by some degree of workplace closure and measures prioritised. Also, 70% of employees in the modern workplace have ended up working remotely away from their physical workplaces. For organisations to be successful in flexible working, report that had focused on the tely-working and online organisations had suggested on the need for ensuring that all employees are provided with skills and knowledge for remote working. These strategies would include the provision of the worker training and HR manager training, guide and coaching strategies, and coming up with employee resource groups targeting the remote workers and families. The training would need to scope from establishing a physical office and online workspace for time and wellbeing management and guidance to the managers. This is affirmed by the report that had published the best strategy of remote working. Through the use of this strategy, flexible working is put in place that assists an organisation in attracting the top talents, increasing diversity, and improving the overall employee's wellbeing. In the period of COVID-19 and other pandemics, remote working is an efficient strategy of supporting the level of business continuity to harness the energetic working strategies and other unexpected challenges.

The situation is proof from the different organisations are increasingly budgeting resources for re-skilling their workforce. The major challenge for organisations is, however, ensuring that they are designing one-off training programs to their effective one-off training strategies. This challenge cannot be solved by establishing a single program. The best practice would be for the organisations establishing effective ecosystems actively implemented through the adoption of highly powered inventory skills, reskilling strategies, and ensuring that they explore fresh partnerships in active collaboration with both traditional and non-traditional institutions of learning.

Harnessing Employees Well-being for Future workplace:

Prior to the appearance of the COVID-19 pandemic, organisations had already focused on renewing a full disruption in their job's performance, automation strategies, and demographics in their roles. Nevertheless, limited organisations have prioritised on the aspect of well-being as an approach to establishing a future comprehensive workplace.

The importance of the wellbeing of the employees has been made complicated by the COVID-19 phenomenon. This is since apart from the mental health issues, the popularity of COVID-19 has equally contributed to the physical health issues in the modern workforce. The circumstance is also proof for the employees currently involved in remote learning as they usually are facing mental issues as a effect of confinement and physical challenges to accommodate their new workspaces. This is since while involved in the work requirements, and such employees could equally be engaged in activities that involve caring for their family, home-schooling roles, and being worried about their exempt

compromised or the absent friends and the members of their family. The suggestion strategies are authorized by, who had noted that employees committed in remote working could ensure that they are putting in place distinct approach for ensuring that all employees are not in any way isolated in their roles and there is a high-level sense of purpose. Additionally, the study had recommended the need for employers to integrate strategies that would ensure that the employees operate through an improved work-life balance. This is by dedicating their time on home working, which is best enhanced by appreciating their financial positioning, setting of varying financial goals, and understanding their trends of using the financial resources.

As a result of the effects of the COVID-19 on the employees' normalcy of doing things, there is a high possibility that their dread would be directly affected. As a result, modern organisations must be best positioned in putting in place reliable strategies for reassuring the popularity of restlessness as an effect of the coronavirus.

Re-definition of the Modern Business Practices:

The COVID-19 has considerably impacted the living strategies of the populations and doing business. A research conducted by had noted that this indication would be transitioned beyond the use of Artificial Intelligence and mobile supercomputing. Part of the rethinking process would involve a direct impact on the extent to which the coronavirus presents an opportunity of rethinking the varying assumptions of the products, services, and business model. This is on top of the need to integrate blended training strategies tailored towards arming the employees with admissible skills to assist them in their future practices. As aforementioned, through an increased shift in the workplace strategies, COVID-19 has already considerably altered the extent of modern working in the areas of cooperation between different stakeholders, working remotely, re-skilling strategies, hiring that is informed by existing skills and harnessing the transformation level of sustainable corporate learning. These strategies have been recommended in study that noted them as creativity, which involves establishing and communicating ideas that are sustainable and meaningful. The HRM practices are a critical determinant in the process of controlling and shaping the workplace attitude, behaviours and skills and individuals. Also, HRM determines the most effective policy and practice that can be followed by contemporary organisations in the arrangement and management of work, which is also inclusive of the fundamental structure of the work organisation. It is through such strategies that organisations are best positioned in mitigating the negative implications of the calamities. A similar phenomenon is applicable in the case of COVID- 19 where innovation has been prevalent to redefine modern and future workplace Practices.

Reduced Working Hours:

As a result of the prevalence of the COVID-19 pandemic, organisations have been prompted to make considerations of requesting their employees to reduce their hours of work to work temporarily. In some countries such as the UK, [18] report points out that the Government has put in place a strategy identified as a partial furlough pay.

As a consequence, based on the ordinary employment law, employers through senior management have to agree with the temporary or permanent contractual change. This is a change to a part-time working role, which could be a costly practice if they have to wait until the end of the Furlough scheme. Organisations operating in the COVID-19 period have been required to have precise information pertaining to the rationale of reduction of the working hours and increasing their level of preparedness in responding to all issues of an organisation. The situation would be worse for the employees working for normal hours having to receive less pay and, as such, would receive feelings of demonization.

Role of Management in HRM Practices during and after the Pandemic:

It is a core responsibility of leadership in organisations to ensure that their culture is all-inclusive and that employees possess feelings of operating in an environment that support and care for them. As noted in the need for top management coordination is informed by the fact that the HRM practices in the pandemic period tend to affect individuals in different positions along with the hierarchical structure. Since the HRM are the executor of the strategies of transitioning through the current period of change, the senior management would need to put in place the relevant principles and measures for implementing in their workplaces. The core function of the top management is ensuring that they take the primary responsibility of actively navigating their entities within the period of disruption. Also, owing to the increased restrictions put in place by the different governments, the top management roles would ensure that they put in place relevant measures of ensuring that their organisations return to a new norm.

Impact of Technology on HR Practices in COVID-19:

A focus on the employee's experience regarding the effects of the COVID-19 pandemic, it is possible to provide suitable information on the effectiveness of stakeholders in improving their roles in flexible employment relationships. To affirm this, had noted that for the different online labour platforms and contracting firms, the experiences of the employees offer sufficient information on addressing the employees demands. It is these insights that provide ample information on aligning their technology infrastructure and other services to achieve high-level sustainability. This is mainly regarding the adoption of modern technology in active support and promotion of work performance and hence an improved workforce quality. Also, through the use of technology, employees increase their awareness of their working conditions in the context of health, work roles, and career development. These aspects lead to an empowered employee in terms of their consciousness on self-care and requesting for the rights of their employees.

Conclusion, Implications and Directions for Future Research:

In summary, this chapter has established that as the popularity of COVID-19 continues to affect different countries in distinct ways, HR operations are equally affected in equal measures. The findings in this report have established the need for the employees and employers to put in place admissible approaches for mobilize the continuity of their operations. Apart from the expected return to work by the employees, other strategies include the extent to which the organisations improve flexible working practices and enhanced well-being. The senior management must equally take an active role in ensuring that the HRM is putting the relevant measures of ensuring a successful transition in their workplaces. The demand for a new training protocol has also be established where the employees need to acquire relevant skills for the smooth operations of their organisations. A successful maximising of the use of the technology for facilitating remote working and online services with the health and wellbeing of all employees being prioritised have been identified and recommended. Ensuring the existence of active communication between all stakeholders in an organisation would be useful in enhancing a shift of workforce to the new normal of working from home and ensuring a constant interaction with all stakeholders, which would eventually improve on their experience. These findings hence indicate that despite the COVID-19 pandemic having a significant challenge for the sustainable of modern HRM business environment, there are substantial areas where they will positively impact HRM performance. This includes areas such as reimagining work roles in the contemporary, challenging business environment which could undoubtedly accelerate the future of work. Also, COVID-19 pandemic will positively contribute to improved learning on how to build an improved resilience and efficiencies in organisations operations to assist people to live healthier and assume more sustainable lives. Despite of the existing studies having evaluated on how COVID-19 has

altered the modern HRM environment, there still lacks a higher scope of research in this area. This could be informed by the fact that the pandemic is still a new concept and hence a successful cross-pollination of concepts and knowledge along distinct disciplines is still work on progress. Hence, as a best future practice, scholars need to focus more on gaining relevant knowledge for supporting admissible management practice to promote best HRM practices.

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