

PANDEMIC COVID-19 -IMPACT ON EMPLOYEES OF THE ORGANIZATION

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INTRODUCTION

Employees are the greatest resources in every organization. Attracting and retaining the right talent are some of the vital management practices which donate to the success of any organization. It takes a long time to construct an employer brand. Every HR measure should be carefully thought out and examined through three dimensions: the employee, the cost, benefit as well as the legal. The role of HR has to be redefined from Hiring & Recruitment and Assessments to New Working Models, Performance-Centric Compensation Restructuring, Managing Cost Optimization and Decrease exercises without damaging employer branding, and play a decisive role in the long term survival of the business.

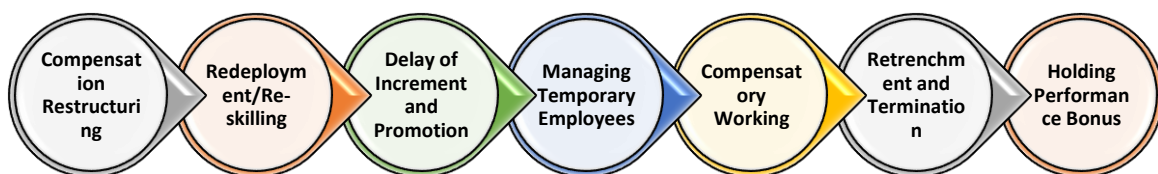
This is pandemic situation for COVID-19, its widely spreading like wildfire and throwing its deadly impact across the world. International monetary fund has already predicted the “contraction of the world economy in 2020 by 3% as compared to nearly 2.3% GDP growth in 2019”. Some experts are sticking out one of the worst stagnations the world has ever seen. This situation would have a wide-ranging impact on businesses depending on the sector, financial muscle, and management decisions of the company. Whereas certain businesses may permanently close down, some businesses are struggling and some will come out as a winner. There are both permanent and temporary lay-offs leaving millions of people

unemployed. Even in this looming collapse, a certain set of firms like health-care, pharma, medical equipment, e-learning, digital payment, food processing, online media & entertainment etc. are perceiving improved demand and will generate innovative job opportunities for some. Human Resources are the support of any organization and must be controlled with the maximum care and dignity all the time, and not just for the period of this crisis.

“It’s critical for business leaders to understand that large-scale shifts are changing how people work and how business gets done,” says Brian Kropp, Businesses are planning to take several short-term and long terms HR measures finest matched to them in their sense. 32% of organizations are replacing full-time employees with contingent workers as a cost-saving measure. The Covid-19 is becoming the accelerator for one of the supreme workplace changes of our generation. How can we , communicate, shop, work, exercise, learn, and of course, where we work, will be transformed

Currently.

Measures Taken by The Companies to Manage Covid-19 impact on Human Resource



Compensation Restructuring: Some companies are planning to decreasing compensation on a temporary basis. Some other businesses are restructuring compensation in such a way to have lesser fixed & greater variable package. The adjustable pay is connected to productivity and performance constraints. This measure diminishes the fixed cost load of the organizations and makes it conceivable to earn formerly compensation by attaining the anticipated productivity and objectives.

Redeployment/Re-skilling: some companies are doing Competency mapping of their staffs and discovering the possibility of transferring some of their employees to other

divisions somewhere there is a demand or likely to have demand in near future due to the economic impact of COVID-19.

Delay of Increment and Promotion: Most of the Indian firms are behind the Financial year i.e. April to March and also carrying out Hikes in salary & promotions accordingly. Due to the predictable economic recession, the majority of companies are holding or accepting both the increments and promotions. This is the most acceptable solution for all stakeholders.

Managing Temporary Employees: Temporary employment, an active tool used by companies, cuts through several segments of manpower. Organizations may have unskilled or manual jobs and there is professional staffing for high skills jobs. Normally, temporary employees tend to be terminated first in an economic downturn. Many companies are planning to do closely the same.

Compensatory Working: Companies inform employees to go on mandatory leave without pay and do not reduce them. Employees are carried back to payroll at a future date based on business feasibility. One of the top hotel chains in the world has recently declared this in the USA and will send thousands of employees on furlough leave as a cost optimization measure during this hard period. Some companies are preparing to have compensatory working for the shutdown days as they imagine a large build-up of work that desires to be finished post lock-down depending to the permissible border by the labor laws of the nation.

Holding Performance Bonus: Companies are also holding or accepting or entirely withdrawing performance bonuses excluding for the legislative bonus which is mandated by the law.

Retrenchment and Termination: Organizations occasionally rate their employees and rank them in several classifications for the purpose of increments and promotions. The recognized low performers or non-performers are pushed for voluntary separation rather than termination. In the emerging scenario, this may unfortunately accelerate. Some businesses may like to close their non-performing divisions/ branches post lock-down, after appraising the influence of the pandemic. Certain mid-sized companies with poor cash-flows or bleak

economic position are already resorting to this means. This is happening at an comfortable level as employees and may not be reported by the media.

How will HR practices adapt and evolve?

The physical presence of staffs in offices, fewer people in one confined space may not only mean fewer human resource problems but it will also mean need for new approaches to retain critical connect within teams as well as with organizations at large.

Impact on hiring practices: There has been a demonstrable impact on the hiring process. Active use of applicant tracking systems through online application process and virtual interviews have been some recent changes in the hiring process adopted by organizations.

Diversified supply chain of consultants, vendors and third-parties: Recent disruption has forced several small and boutique players to curtail their operations or close shop temporarily due to liquidity crunch. In this scenario, business continuity planning has taken that an entirely new dimension where organizations would need to extend their third-party ecosystems with a critical view of their partner's financial health and their expertise to navigate through difficulties with better automated and digital solutions. The availability of service partners to support client business requirements with minimal disruptions may gain importance.

Impact on employee background screening: As the situation evolves, we expect to see a shift in the focus and a re-prioritization of operational and human threats as firms come to terms with managing isolated workforces. The industry is at risk from finely tuned levels of fraud, including cyber fraud, as criminals attempt to exploit the COVID-19 pandemic. Over the coming months, these will become more apparent and we will look to provide comment and insight as to how the sector is replying to emerging threats such as fraud, data security, reputational impacts and employee due diligence (EDD).

REMOTE WORKING

The risk of internal fraud will potentially growth due to remote working and connected concentrated misunderstanding and challenge. With increase in remote working

and access becoming the norm, there would be greater accent on checks that have willingness to be sourced electronically or through robust databases. A mindset change is already in the offing and gives reliability to the idea that now digitized verification and checks would be far more acceptable than a physical check such as address or even a police clearance checks. This would be driven not just with ease of use of digitized information but also service partner's ability to route and get reliable information available in the public area through focused automated searches. The flip side is that with a more digitized work domain, there is a greater condition to safeguard protection of personally recognizable information.

Maintaining the Culture of the organization

Culture is what binds the whole organizations together and gives its employees a sense of purpose in their work. Distinguished Vice President, Gartner. "HR leaders who respond effectively can ensure their organizations stand out from competitors". Culture of an organization which attracts us to it and selecting one organization over the other. Leadership is the most important phase of any business that pushes its culture. But maintaining the organization's culture in the time of crisis is a big experiment. With the detached workforce, this becomes even more interesting. Leaders beside with the HR is required to keep in touch with the employees to lift their morale. Regular communication, engagement and commitment towards the culture is something which needs to be done to deal effectively with the crisis situation. Paying responsiveness to the organization's culture and implanting the same in the employees will help the organization in the long run.

Engaging a remote workforce

In the situation of remote working, it becomes even more significant for the HR to take care of the good fortune of the employees. HR can conceive new strategies to take of the health, both mental and physical of the employees. Workforce engagement of employees is one of the crucial roles of HR. various studies prove that a highly engaged employees is required for the existence and growth of the organization. Without that, the organization will incur huge costs and will finally fall. Certain benefits that can be measured are daily pay, subsidized loans and free access to financial education webinars to reduce the financial stress of the employees. Also, rewarding the employees for their reliable performance even while

employed remotely can go a long way to keep them motivated and engaged with the full team and leaders.

How employees are engaged?

Given modern technological developments, likewise, connectivity and coordination is an easy stuff even when working remotely. Meetings are now existing over a call or video chat, while communication channels like Slack are being used to share messages and files. Both employees and clients are currently perceiving for themselves how effective working from home can be with the help of technology. This could potentially prime to a key change in the way business is directed, with remote working and virtual meetings becoming the rule even after the extent of the virus has fallen.

CONCLUSION

According to WHO Chief, “Covid-19 crisis will not end anytime soon”. All we can do is adjust the way we live and the approach organizations function. Not only Human resource, all the areas in an organization are experiencing a change and it is overbearing to adapt to new ways of working. In this situation we can only keep improvising our method and applying the right steps to make sure the existence of the organization in the long run. This could potentially prime to a key change in the way business is directed, with remote working and virtual meetings becoming the rule even after the extent of the virus has fallen. Managers at mid and senior levels to shows their leadership and decision-making skills in different ways. Motivation and recognition is further significant than ever and virtual communication is ideally fit for that. Managers should stress the circumstance that working from home gives employee’s additional accountability and that the company reliance them to make the best use of that accountability. Accomplishments can be shared visibly on group emails and Slack channels so that everyone can celebrate successes. Additionally, private messages and calls recognizing the difficulties that every employee may be working through extended way in enlightening their intelligence of self-worth as respected group.

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