

THE EFFECT OF ERM ON EMPLOYEE'S QUALITY OF WORK LIFE AFTER COVID -19 PANDEMIC

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ABSTRACT

The focus of this article is to enlighten that what are the changes happen in employee relationship management after COVID – 19 emergencies. COVID – 19 is global economic threat and international health issue. HR managers rethink their role during the coronavirus pandemic situations. This study focuses on to explain how an organisation, through its employees, can achieve success and effectiveness and impact of an employee's work-life balance on organizational effectiveness. COVID – 19 has created fundamental challenges in the workplace. As employers have had to reframe their work polices to pandemic challenges and considerations must be addressed. COVID – 19 pandemics has changed many facets of work-life of employees.

KEYWORDS: *Employee Relationship, Quality of Employee Work-Life, Pandemic Situations*

1.INTRODUCTION

The term employee relationship management is referring to the excellent imperative for building a positive workplace culture for the smooth running of any business. Employee relationship management is not a technology or software product, but it focuses on new ways of communication that creates values for employees and employers. Employee relationship management is a tool of a long-term process to stimulate the employees to manage and increase the continuous perfection of the individual relationships between people in the organisation. However, suddenly COVID – 19 pandemics bring changes in entire human

resource management. COVID – 19 pandemic situations directly impact on employment relationships both health and safety perspective.

1.1 NEED OF THE STUDY

COVID – 19 will redefine workforce dynamics in pandemic situations. After COVID – 19, pandemic employers can face significant challenges like communication, trust and rapid policy change. Employer relationship management is maintaining a reliable employer and employee relationship that can minimise unnecessary conflict and improves cooperation between employers and employees. The consequences of COVID – 19 impact directly on workforce point of view. It is a fact that if a healthy relationship is in an organisation that enable employees to play a part in decision making, employees will become more productive, more efficient, create less conflict and will more loyal.

1.2 OBJECTIVES

- a) To know about what the challenges are faced by the employer after COVID – 19 pandemics outbreak.
- b) To know about what the challenges are faced by the employee after COVID – 19 pandemics outbreak.
- c) To know about the changes that may happen in the quality of employee work life.

1.3 REVIEW OF LITERATURE

(Erden Aki, 2020) The novel COVID-19 virus has overwhelmed most of the health services and placed health care service providers under unprecedented stress. Every individual human being needs to focus on mental health to continue the battle with COVID – 19 (Carnevale and Hatak, 2020) Today’s organizations are facing external crises due to recent COVID – 19 pandemic outbreaks. Examine the forward-thinking, building on the assumption the grand challenge we currently face is not singular, anomalous event Toward this end, the current discussion provides a step in that direction by highlighting some implications of COVID-19 for employee adjustment and well-being. (Caligiuri *et al.*, 2020) majorly focused on international HRM insights for navigating the COVID-19 pandemic implications for future research and practice.

COVID-19 altered very employee reality in overnight like facing stress from risk itself. Insights the international human resource management selection, training for flexible work arrangements such as adaptation, integration, and direction for improving strategic positions in the pandemic outbreak. (Priyadharshini and Sudhahar, 2019) Examines the determinants of employee loyalty in the way of the success of every organisation related to the loyalty of employees because a loyalty employee creates value and they are always responsible for the success and growth of the organisation—certain factors positively associated

with job satisfaction and employee loyalty. The factors are supervisor support, teamwork, and working environment, fringe benefits. Leadership style, commitment, motivation, belongingness, career development, bonding, job security, peer corporation, flexible time policies, managers treatments of employees, organisational communication Employee engagement, employee satisfaction, commitment have a positive and significant impact on loyalty. Gender, age, job level, and tenure had only limited influence on loyalty. From the articles, it's concluded that "Employee loyalty cannot be taken for granted it must be frosted and cultivated".

(Brhane and Zewdie, 2018) Human resource practices are crucial for every employer to bring changes in ERM. HR practices always motivate employees to achieve organizational goals. In this process, communication serves coordination between all department employees and employers to implement organizational functions. Internal coordination between employer and employee is influencing the performance and efficiency of the organisation, and it is considered as a trust. Trust may increase and decrease directly proportional to course of employee and employer relationship. Trust between employees and employers depend upon integrity and reliability. (Parashar, 2018) Examines the Industrial relation management in Indian ordnance factories in Madhya Pradesh. The main aim of this study explains industrial relations in simple words like solve the disputes for creating a healthy environment to increase organizational performance. (Caldwell and Anderson, 2018). Human Resource place a pivotal role in achieving competitive advantage for organisation 21st century. Entire world total less than 15% of employees concede they engage at work efficiently. The awful information is e history of HRM has been unsatisfactory, Human Resource Professionals (HRPs) have mainly been unprepared, and organisation managers focused on technology and innovation apart that create worth for their companies. The excellent information is that many numbers of outstanding managers provide good customer service with design, and higher profits through improved productivity. The impact of globalization makes changes in the roles and obligations of human resource departments in at present modern organizations. Human resources play a crucial role in the social, economic, and political scenario. Managing human resource create a significant challenge in the international scenario.

(Chaubey, Mishra and Dimri, 2017) examines the relationship between employees relationship and training and development practices. He investigated based on 217 question survey of small and medium organisations in Dehradun. The analysis of his study despite the strong relationship between employee relations and training and development practices with evidence that there is a positive relationship between employees training and their outcome. (Mishra and Dimri, 2017) examines the relation of employees and management is an essential tool for motivating employees to enhance their skills with high job satisfaction. He investigated based on 167 question survey of small and medium organisations in Dehradun. The analysis of this study, despite the communication, plays a crucial role to build a relation between employees. (Duah and Danso, 2017) Examines employee relations and their effects on organizational performance. In this article, majorly focused on to establish the role of employees' relations in enhancing corporate performance rates GCB based on 100

workers. (Marginson, 2015) Examines the developments in four aspects of collective employment relations they are collective bargaining coverage and structure, collective representation and organisation, collective bargaining and agenda, joint consultation arrangements. (Marginson, 2015) Examines the practical factors on the employers, employee relationship for the motivation of associate level. In this article, majorly focused on the most useful factors for the motivational enhancement of associate-level of employees. The analysis of the study based on 100 respondents.

2. CHALLENGES FACED BY EMPLOYER TO MAINTAIN RELATIONSHIP WITH EMPLOYEES AFTER COVID -19 PANDEMIC

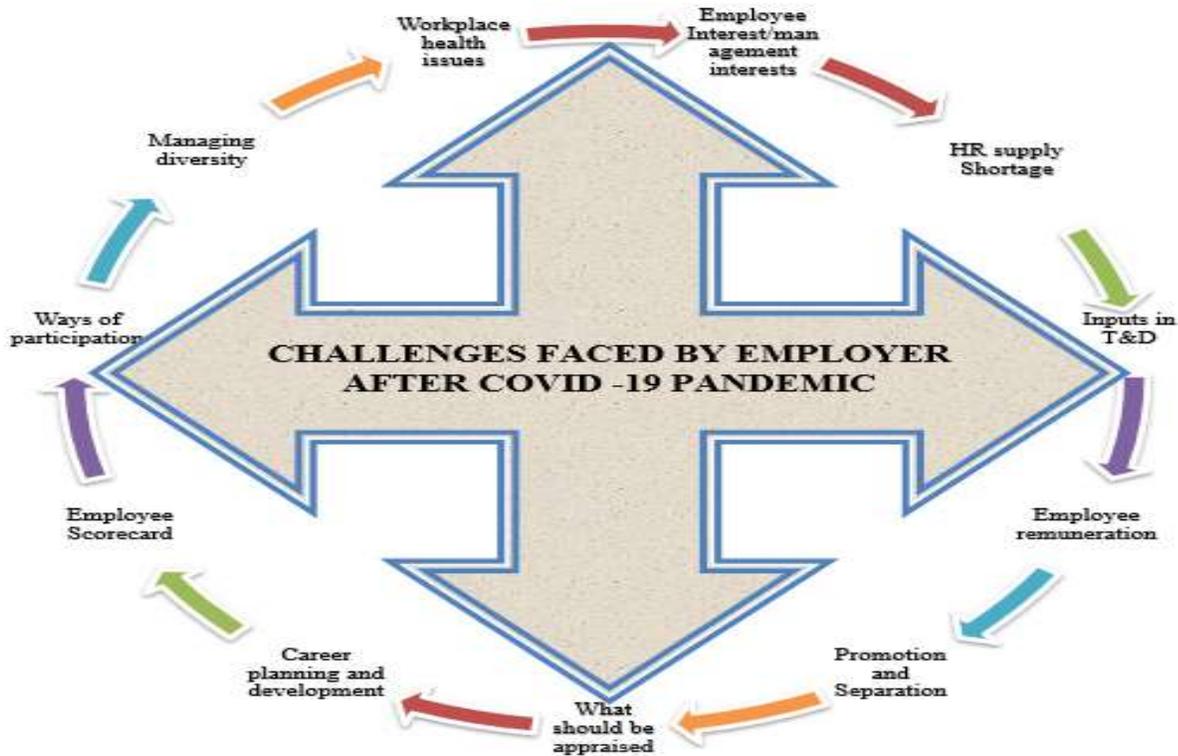
Pandemic events pose unique threats that affect people, process, and technology on a global scale. Organizations that lack existing capabilities should quickly implement response and recovery capabilities to address the recent coronavirus and to use this effort to plan for other potentially disruptive events. Communicate with employees and create awareness to enforce policies (e.g., travel restrictions), and familiarize them with available tools and resources. Identify areas of high vulnerability, for instance, those requiring high manual intervention for delivery of critical business products and services, with the potential to result in single points of failure. Confirm from the employees have the requisite capabilities, including access to requisite share drives, documents, and other critical tools, to perform essential tasks remotely. Evaluate relevant standard operating procedures and manuals and update them, as necessary Monitor the situation and provide regular briefing leaders on any emerging threats and issues.

Employee Interest/management interests

Employee safety is a considerable central element during a pandemic situation. It is essential to every human resource manager able to monitor the status to arrange a safe workplace and offer its personnel with the support that they need. The HR manager must consider establishing pandemic – specific rules and procedures for employee communication.

HR supply Shortage

Concerning organisation continuity planning, the immediate visible impact of a pandemic likely is workforce shortage such as employees are unavailable to work for an extra period. Employees are working remotely it causes to decrease in personal interaction with other employees and employers.



Inputs in T&D

COVID – 19 pandemic situation creates a space between both training experts and learners. At the same time, COVID – 19 impact create a social distancing in many parts of organisation day to day operating activities. Then virtual training must always be suitable for direct engagement of learners. So as a human resource manager scrambled to adopt online instructor-led training program procedures.

Employee remuneration

Companies have offered work from home to employees by the consideration of confidentiality and privacy policy. By this comprehensive policy, human resource manager tracing of productivity and performance levels of employee working hours. Many companies decide to rationalise the payment or remuneration of an employee. Most of the organisations have announced salary cuts planning in a pandemic situation.

Promotion and Separation

Present COVID – 19 is spreading heavily across the world in this pandemic situation, all companies' management and human resource managers are exploring the possibility of reskilling some of their employees to other projects and other departments. Major organizations are trying to reduce the workforce through human resource management.

What should be appraised

Pandemic situations are creating more complicated issues to human resource manager like performance appraise of employees is the crucial process in every organisation that ensures individual and organisational goals. Due to COVID -19, all organisations are implementing work-from-home policies. These policies are frames new human resource workflows. Conferring of 24th publication of Aon Plc's annual salary study, in the year 2020, the usual salary hike of Indian people expected to be 9.1% it is lowest in the decade due to the economic slowdown had to be experienced in 2019. it has concurred with performance appraisals and recession in organisations. In this critical situation and prevailing crisis, organisations are now streamlining and reevaluating their compensation and appraisal building.

Career planning and development

COVID-19 pandemic is emotionally creating challenges for many people and changing day-to-day life in remarkable ways. HR manager rethinks to reduce the unemployment numbers and job seekers in the market due to coronavirus, and This allows organisations in an attractive position as workers now start to see their future evolving within the company's ranks. Career mapping. In these difficult stages, it is crucial to treat our resources and workforce as a priority like create a learning ecosystem to upskill workers.

Employee Scorecard

In COVID-19 pandemic, most organisations are focused on situation planning and necessary operating responses to safeguard business continuity such as Idea employees' need for assistance, Promote the exchange of ideas to build up understanding, Focus on objectives to create a model the right behaviours and reduce the likelihood of misconduct Encourage innovation to drive engagement.

Ways of participation

The COVID-19 pandemic is likely having profound socio-psychological, physical, and technological implications for employees as they attempt to adjust to their significantly altered work environments. Human resource manager must help and understand all employees recognize signs of stress among their people, both directly and indirectly. Pandemic days are testing times for every individual on how quickly they adapt, and differently, employees can think and plan for strongly emerge from this adversity.

Managing diversity

The COVID-19 pandemic generated a negative impact on all industries and sectors as the global economy is struggling the impacts of the pandemic. These are challenging seasons for every employee as well as employer, and almost every business and every industry has been affected by the COVID -19 pandemic. Most of the employees are facing anxiety, stress, and fear for familiarizing to the new ways of remote working conditions and looking after their families at a consistent time. So human resource manager can support

employees like building a flexible work environment for healthy work-life balance and enabling access to technology to meet the requirements of remote and essential working.

Workplace health issues

During the pandemic time, many employees discovered that it was challenging to live short of the usual building and routines of their work and home lives. Managers and supervisors can help output work structures back in place while also recognising that flexibility is needed. Emotional recovery from this pandemic varies from person to person. Give tissues & no-touch disposal receptacles for use by employees. Provide alcohol-based small hand sanitizer with 70-95 per cent alcohol. Ensure supplies kept in multiple locations or conference rooms. Perform routine environmental cleaning of all frequently touched surfaces - workstations, countertops, doorknobs. No additional decontamination beyond routine cleaning recommended at this time. Provide disposable wipes so employees can wipe down commonly used surfaces (for example, doorknobs, keyboards, remote controls, desks) before each use.

3. ERM CHANGES ARE IMPACT ON QUALITY OF WORK LIFE OF EMPLOYEE AFTER PANDEMIC

The COVID - 19 pandemic situations have created a challenging environment for human resource management. The HR manager is quickly known that the workforce adapts to occurring in the work and social environment. ERM encourages commitment, morale, and trust in the organisation. It develops the link between the psychological commitment of employee and employee relationship. ERM enables employees in accomplishment of organizational objectives, and It helps in improving working conditions, administrating effective HR policies, establishing healthy relations among employees. It minimizes workplace conflict and increases trust along with that Motivates employee towards improves the quality of work-life and minimizes stress. COVID – 19 impact on employees and working organisations across the world have been dramatic. Some of the significant elements of employee's quality of work-life effected due to COVID – 19 they are as follows



COVID – 19 pandemics has created difficulties in employees work environment. Major companies quickly adopt remote collaboration tools and virtual meeting technologies for connecting to employees. As an employer, identify which of your employees could be at risk. In this pandemic, the situation makes a proper decision by following assumptions and fake news, so it is most significant for every employer and employee stay up to date possible exact information based on that information they decide. As an employer should communicate openly with their employees, then only employees themselves educated and updated about all policies, procedures and information with reliable content regarding COVID-19. Open communication will help the employer and its employees moving together and build trust between them. Due to COVID – 19 impact, many organisations may continue to operate remotely after the crisis every organisation preparing safety protocols like

- Social distancing requirements
- Temperature checks
- Cleaning, sanitation, and hygiene guidelines
- Personal protective equipment guidelines
- Company-wide procedures for identifying confirmed COVID – 19 Cases
- Visitor guidelines
- Entry and exit protocols

4. CHALLENGES FACED BY THE EMPLOYEES AFTER COVID – 19 PANDEMICS

From the last six months Due to impact of COVID -19, the lockdown implemented nationwide. Now it is time for every organisation should redefine their goals and policies which can be achieved with the limited workforce or remote working environment.



The employer should observe the stress of all employees and should give a safe platform to employees can raise concerns on all aspect related to work, form mental health to the risk of having contracted COVID -19. This is good for employees in the way detection and reduces the coronavirus spread. Because the conscious that one size may not fit all like work from home or remote working may not be suitable for everyone.

Employees are who are asset and blood of the organisation, including financial oriented problems by the effect of the pandemic. An organisation with good employee relations programs offers in the pandemic that facilitates fair and consistent treatment to employees so they will be committed for their jobs and loyal to the company. Such programs focus on issues affecting employees, such as pay and benefits, supporting work-life balance and safe working conditions. One of the very operative ways for a company to ensure proper employee relationship management is to adopt an HR strategy that places a high value on employees as stakeholders in the business or else due to pandemic employees commonly encountered mental and health issues such as burnout, depression, anxiety, acute stress reactions, moral injury.

CONCLUSION

Happy employees are productive employees, but due to COVID – 19 most of the organizations are now at a critically changed to remote working operations. A successful employer knows how to maintain good relationships to build lasting employee satisfaction in pandemic situations. The employer-Employee relationship is a universal stimulating process, but the pandemic lockdowns have made it difficult for all employees to get to their work locations. COVID – 19 crises are temporary, but employees are permanent in the organisation, which grows the people of the group to pull their weight successfully, to give their loyalty to the group, to carry out right the responsibilities that they have accepted and generally to play a functional role in the job. Employee relationship management (ERM) effect constitutes an emerging trend of managing human resources by creating and maintaining individualized and commonly valuable relationships with employees.

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