



CHALLENGES FACED BY HR PROFESSIONALS IN COVID-19-A STUDY ON SELECTED INDIAN COMPANIES

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ABSTRACT

Who on earth has ever thought of the challenges that 2020 would bring? HR professionals have certainly not imagined the challenges that COVID-19 has dawned on them. The uncertainty has crushed the economy, employees are in stressful situations, and HR professionals are trying their best to keep everything in perspective and aligned. But is it easy as it sounds? The sudden shift in work culture has brought new challenges for HR. The top priority for HR professional is now crisis response and how to keep the employees engaged, provide the right communication channels and tools for remote work, and more. Most leaders believe they're only 'somewhat ready' to deal with the outbreak. Almost 7 in 10 HR leaders cite crisis management or business continuity planning as their top challenge during COVID-19 outbreak. Close behind on their list of priorities include managing flexible work arrangements and employee communications to increase awareness. When asked whether they believe the HR department has been adequately trained, equipped and ready to deal with the challenges posed, a majority (42%) believe they're only moderately ready. About 8% believe they're sufficiently ready, while a mere 5% cite feeling completely ill-equipped. However, most leaders (88%) said the outbreak has allowed them to effectively demonstrate the importance of HR professional strategies towards mitigating people risks. This study aims to find out the challenges faced by HR professionals to care about the employee's mental health and well-being and also to provide the necessary arrangements to make a transition in their work from home in selected Indian companies for the selected population size of 150 HR professionals from 200 India. The research design used was convenience sampling method and the statistical tool used is a mean rating score for the interpretation of primary data. It is found that ***Chi-Square value (13.8429) is more than the table value (9.488) of Chi-Square Test (χ^2) so null hypothesis (Ho) has been rejected*** and it is ***concluded that there is a significant challenges HR is facing in this pandemic period at 5% level of significance. It is observed that Chi-Square value (13.7429) is more than the table value (9.488) of Chi-Square Test (χ^2) so null hypothesis (Ho) has been rejected*** and it is ***concluded that there is a significant impact of COVID-19 on employees' work at 5% level of significance.***

Keywords: HR challenges, employee communication, employee engaged, flexible work arrangements.

INTRODUCTION:

Mental Health and Wellbeing: The sudden shift in work culture took a toll on overall employee health and wellbeing. Stress, anxiety, and other mental health issues have always been there, and it is no new story. Organizations have always been initiating wellness programs and providing employees with security, health benefits and flexibility to help them overcome their health issues. But the sudden COVID-19 outbreak has bought the employees' mental problems in the front seat. When you have your workers working in an office work environment, you at least understand their pulse and sensitivity, and that helps you immensely to tackle the issues. But employees going remote, communication routes have been significantly compromised, leaving the managers clueless or at least less conscious. In a recent COVID-19 pulse survey, HR professionals across the globe responded health and wellbeing of the workers to be a major concern.

Managing Remote Work: The transition to remote work culture is not as seamless as it seems as it seems. Before the COVID-19 outbreaks, less than 50% of companies had a remote work program. Banks, regulated industries and many financial services companies did not encourage remote working. Now almost all of them rushing to build remote work strategies. This has led to many undiscovered problems. HR managers are trying to build seamless routes and strategies to overcome the challenges that it brings. Strategies are no more designed periodically or in advance but in real-time. The focus on employee productivity and engagement has shifted to immediate responses and diagnosis. To provide employees with the right remote working tools and also gather real-time updates from them from time to time to untangle the intricacies and offer support.'

Lack of Agility: One of the major reasons why HR teams are struggling is due to the lack of agility. Many HR teams are not designed for agility. And this affecting the HR professional big time. In this crisis, it is critical to respond fast and move quickly. But there are many approvals to take before taking action. This slows down the process of collecting data and take immediate measures that a crisis demands. To become more agile in their approach and re-prioritizing company goals and to have the right communication and alignment among middle management and executives is the need of the hour now. **Employee**

communication: Communication is another major challenge that is on the priority list. Communication, in itself, is a critical aspect that needs to be taken into account whether or not the workforce is working remotely. Without the right communication channels, it becomes difficult to manage a workforce. The COVID-19 crisis had the HR professionals on toes and kept them looking for the right remote working tools that suit their culture. Though tools like Zoom or Slack are commonly used to meet the needs of the workforce, it certainly is not enough to get everyone on the same page. **Uncertainty:** Uncertainty can paralyze anyone.

The daunting feeling of not knowing what the future holds or what measures to take to sustain organizational operations is a huge challenge. We all are more or less affected by uncertainty. Employees are affected mentally, not knowing what the future holds for them, and the HR teams are struggling to put everything in alignment. To respond to the crisis and develop effective measures and strategies for all. **Employee**

engagement: The ultimate company goal is the productivity of its employees. It becomes challenging to keep the employees engaged when they are working remotely and that too, in a crisis. The internal communication is compromised, and keeping everyone on the same page becomes tough. With remote working, it is difficult to follow a routine and even except a systematic workflow. When the teams are cross-functional, you have little power to manage them. Not updating them regularly or not arranging meetings/sessions can impact their morale to a great extent.

More or less the HR teams are doing their best by sharing-

- Updates regarding measures adopted by the organization,
- Updates from business leaders via email or video,
- Links to valuable external information sources,
- Ongoing communication on HR policies related to the crisis,
- And through health talks and training sessions.

LITERATURE REVIEW:

Employee Relation:

Strengthening the employer-employee relationship is an important goal for human resources departments in any organization. Employee relations is the section of human resources that addresses employee concerns and complaints. An organizations strengths and weakness rely on the way they manage and undertake employee relations within their businesses (King, price & Dainty (2004)). Effect of two discrete HRM configurations – one underpinned by a control and the other by an entrepreneurial ethos, on attitudes and behaviours at the individual level; to reflect the way in which employee innovative behaviours arising from these HRM configurations coalesce to shape higher-level phenomena, such as organisational-level innovation; and to bring out two distinct patterns of bottom-up emergence, one driven primarily by composition and the other by both composition and complication (Shipton, H., sparrow, p., Budhwar, p., & Brown, A.(2017))

Flexible work arrangements

Flexible non-standard or alternative work arrangements are options that allow work to be accomplished outside of the traditional boundaries of a standard organization of work in terms of different dimensions: amount, distribution of working time and place of work (Kattenbach et al., 2010; Shockley & Allen, 2007; Spreitzer et al., 2017) Based on the literature, relevant FWAs usually include: flexible working hours, part-time work, job sharing, shift and weekend work, overtime, annual hours, flexi-time, temporary work, fixed-term contracts subcontracting, teleworking, paid parental leave, flexible leave arrangements, choice of rosters and shifts, variable year employment, annual hours contracts, compressed working weeks and working from home (e.g. Stavrou, 2005; Berkery et al.,2017)

Working from home:

The futurologists of the 20th century were talking a lot about how within all the social and technological development the job would no longer be “a central organizing principle of life” (Toffler, 1965, p. 456) for human beings. Hence working from home policy came as a response to changes at the society level, including new social-economic aspirations and behaviours (for example the increasing trend of blue collars workers to access more white collars jobs), a radical urbanization, different family structures (for example more single parents) (Duxbury, Higgins & Neufeld, 1998) and the advancements in technology (Martin & Norman, 1970).

Wellbeing:

Some authors consider that human wellbeing is a more complex concept “an integral, multi aspect and multifunctional notion” and it is described only with the help of the combination of four concepts:

- 1) A human has well-being if they exist in accord with their nature and their essence;
- 2) A human has well-being if they understand (Are conscious of) what are good things of life for them and have an opportunity and intension to achieve these good things;
- 3) A human has well-being if they have an opportunity to realize their potential as 15 human beings;
- 4) A human has well-being if he society constituting the grounds of the state creates conditions and provides opportunities for them to exist in accord with their nature, realize their potential as human beings, and achieve the good things of life that human strives to achieve” (Alatartseva & Barysheva, 2014, p.37)

These factors show that wellbeing should be analysed from a helicopter perspective considering the internal human factors but also human interaction with society which highly could influence the wellbeing. The conclusion is obvious despite its growing popularity and research interest for wellbeing, defining the concept is still very difficult. There are very interpretations of the term depending on different factors which show the complexity of wellbeing. Being such a desirable state, recently universities introduced even courses about “The science of wellbeing” being very popular among students (Prior, 2020). Gallup (Rath & Hater, 2010) analyses wellbeing within organisations

on different levels: career wellbeing, financial wellbeing, physical wellbeing and community wellbeing. The results of the researches show interesting facts for example employees' wellbeing represents a way to create confidence between employees and leadership which helps an organisation to exponentially grow because "will translate into better relationship, more financial security, improved physical health and more involvement in community" (Rath & Harter, 2010 p.11). Those companies that have employees with "low career wellbeing is less likely to retain workers and have more incidents of workplace injury and theft" (Rath & Hater, 2010 p.4), other examples show that boosting employees' wellbeing means for a company a real emotional, financial and competitive edge. Hence companies should improve the wellbeing agenda by doing an audit and then through different strategies to implement a plan because "workforce's wellbeing has a direct impact on your organization's bottom line" (Rath & hater, 2010 p.1).

COVID-19, the new pandemic: Remote work & transition of work:

Considering the novelty of COVID-19 pandemic, this part of the chapter is limited in terms of researches' reliability and is built based on specialists' opinions from different fields like business, organisation management or development and news about the changes and implications within the outbreak. The new pandemic put companies in front of new challenges or opportunities depending on the readiness of adapting to make business in a totally digital world. Over the night all the companies full of white collars were forced to have a totally shift to remote work which came with many questions marks. Kelly (2020 p.1) is talking about the fact that "covid-19 presents two major health problems. The first problem is the illness cause by the virus itself which is usually self-limiting but can be fatal. The second problem is the anxiety and panic that the virus triggers in the minds of virtually everyone who hears about it." Companies have an important role to maintain the wellbeing of their employees during the pandemic. Hence, they should try to use all the available digital ways in order to keep people on the same page and make sure that people are still socialising (Gerdeman, 2020a). experts from World Health Organisation (WHO, 2020b) recommend different physical activities and relaxation techniques like meditation, but also socialisation and any activities that can make people relax and happier.

Specialists from Harvard Business Review offered different perspectives on how the entire business has been rewritten since COVID-19 outbreak. Beer (cited in gerdeman, 2020a) talks about the imperious necessity and the opportunity for a "honest conversation" based on trust and commitment from the senior management within organisations. Buell (cited in gerdman, 2020a para. 5) says that "the rapid spread of COVID-19 reminds us how our wellbeing is interconnected, and the furry of heart-warming responses people have exhibited in the face of this crisis reveals our tremendous willingness and ability to help one another. These truths will persist when life goes back to normal", hence companies have to educate customers and consumers by being very clear in how they together could be more helpful and create partnerships for good with all stakeholders because only together can get through this period (Gerdeman, 2020a). COVID-19 comes with a new challenge for organisations to be more agile, ready to change and adapt, with spontaneous created project based or solution-based teams and "the shift has happened in days, not months" (Edmonson cited in Gerderman, 2020a para. 21), the real need now is to act fast and move even faster than ever before. Now than ever organisational structure 20 will demand more and more flexibility. The idea of dynamic terms could work on long term only if there is a psychological safety within the organisational culture, in which leaders "have made it crystal clear that every team member is welcome to speak up with ideas, concerns, and yes, bad news" (Edmonson cited in Gerdeman, 2020a para.20). remote work during the pandemic is considered as an impediment for the creativity and "a minefield for psychological safety" (Thompson, 2020 para.9) which could create many problems for the social bonds that are in danger because of lack of communication face to face. Companies should try to promote the positive workplace practices that could have a positive effect both on productivity but also on employees' wellbeing like regular informative sessions, trainings, flexibility of work, goals clarity, more autonomy for people and broad purpose, clarifying once again the mission and values of the company. Empowering people by brainstorming session, giving more autonomy to take

decisions, letting them make a difference in their work, could redefine the terms of teamwork and innovation at work with positive effect on all business level (Gerderman, 2020a). The crisis comes with a personal review of the priorities, time passes differently so the barriers between personal and work life are very blurry which require from employees to think more about their collaborators and who are the key persons with whom they split their working life.

Before the crisis employees had usually a very full agenda with many meetings but these times offer an opportunity to redesign and reflect on their schedule. Experts' advice is to talk with the colleagues about the roles in the new work from home landscape and clarify what the new goals and tasks are necessary (Gerdeman, 2020a). In terms of recommendations companies are encouraged to set up various attendance-optional social online gatherings like happy hours, cooking sessions, crafting classes or coffee breaks. Managers should promote and encourage employees to take self-care and a balance life during working hours by allowing them to take naps, walks outside or exercise between work calls (Gerdeman, 2020b). The experience of working from home in a recent study on agile working showed that "80% [of respondents] said they would have better relationships with more frequent team communications" (Lippenyi cited in Comella-Dorda et al., 2020 p.2). Also, a very important recommendation is to offer time during meetings only for socialising considering the feelings of isolation or anxiety that employees experience during these times (Gerdeman, 2020b). Hence working from home entered a new stage being influenced by the pandemic. Gerdeman, (2020b para.1) describes very well the situation "with more people working remotely right 21 now, many of us have experience a videoconference interrupted by barking dogs or hungry kids demanding snacks, punctuated, perhaps, of course – we're living it, too. welcome to the new world of remote work, pandemic style".

Because of all changes even for more experienced employees that used to work from home before the crisis, the situation is quite different because the pandemic introduced new factors like spending all the time isolated or 24/7 with your kids or partner etc. Hence it is important to "create boundaries within your family members understand" (Shockley cited in BBC, 2020 para.13). Harvard Business Review experts created a list of 10 key recommendations for leaders on how they can offer support during this unprecedented time. The first advice is to communicate clearly and be decisive, set the priorities in order for employees to know on what to focus. Leaders have to take decisions (even if some of them are uncomfortable) in order to maintain both the health of the employees and even health of the business. They should express clearly what tasks could be taken off, the new goals and rules for the company and offer more trust and delegate more because time is crucial in crisis periods (Gerdeman, 2020b). "An enabling business culture that surrounds your organisation's transition to remote working is also critical for meaningful change" (weforum.ro, 2020 para.12). Hence managers should try to inform an organise more often videoconference though which to update employees on what is happens within business and how COVID-19 impacts then as employees. Even if everything is uncertain it is important to be visible and stay close (even if it is virtually) within the employees.

Leaders should try to be engaged and authentic because during this time the real face of managers and their behaviour is important and influence employees with their example (Weforum.ro, 2020). Specialist say that manager should alter their expectations because there is a fundamental shift in people's life. Besides work employees focus also on their family life, physical and mental health during this period. Some organisation understood very well challenges of the new working environment and even lower the working hours but keeping the same salary, Katherine Maher from Wikimedia says "Work is not only thing on peoples mind right now Their family, their bills, childcare and school closures the economy ... we are all trying to manage a lot. It is unreasonable and unrealistic to expect someone to be fully present eight hours a day, when they have a three-year-old with crayons drawing on the wall, or an elderly parent who needs help navigating the stairs" (cited in Gerdeman, 2020b para 23.). 22 obviously in all this uncertainty people fear for their place and this adds an extra pressure. Some of employees might try to demonstrate that they are very important resource and will work more. But such an attitude is not considered a healthy one and managers should not promote such behaviours instead should be patient and give people time to adapt, be a "cheerleader" and keep

up morela (BBC, 2020). Some organisation during this period even developed some guidelines some guidelines on how to become better manager exploring area likes flexible working, mental health and wellbeing, crisis management or decision making; based on a survey collected online data shows that during this period “83%” of managers have improved the way they communicate” (p.5) while unfortunately “only 30% of managers have been trained in the preceding year on how to manage health in the work place” (CMI, 2020 p.6). flexibility offered by working from home policy comes hand in hand with “asynchronous work”. Hence it is important to have to job done in the time but not necessary done by all the number of a team in the same time. The outcomes should be more important the close monitoring on the employees. During this period micro management is least desirable for good result. On the contrary it is time for empathy at all levels, hence manager should offer their support and care for their employees.

It is important to acknowledge that despite previous studies on working of home that showed higher productivity this new landscape could have a totally different outcome “employee should also reassure them [referring to employees] they won’t be penalised if productivity drops, whenever possible” (Choudhury cited in Gerdeman, 2020b para 37), Quelch (2020) proposes some leadership traits that are crucial for managing during times of coronavirus, his model includes 7Cs for coronavirus survival: calm, confidence, communication, collaboration, community, compassion, cash. The image of leadership during a crisis is like a mirror for the company’s outcome and employees’ abilities to work under the stress that a crisis provokes. Silence is not well welcomed, employees need information in so many uncertainties; and this should come from somebody that is calm, confident but in the same time shows compassion and empathy for all the struggles that everyone faces. The idea of community and collaboration is more than explicitly during a crisis, only by acting together helping not only the internal organisation community but also offering a help hand outside, everyone could overcome these difficult times. And as any crisis impacts the cash, it is important leaders to take bold and smart decisions that could help organisations to remain in the market in order to have enough resources to pay the salaries of their employees (Quelch, 2020). Working from home during coronavirus times means more challenges including burnout. To be an ideal worker is very difficult especially if employees work remote for the first time (Giurge & Bohns, 2020). In the efforts to signal that they are productive, loyal and devoted, sometimes employees could not set some healthy boundaries which ends with insufficient breaks or even their entire life is going in wrong directions (Giurge & Bohns, 2020). For that reasons experts have different recommendations.

An example could be to dress for work and try to create some routines that helps you to change the moods from personal life to work life and vice versa. Also, because it is quite risky while staying home to be all the time on or connected to the work, it is important to prioritise the tasks and focus on the most important work otherwise it is difficult to decant on time. Governments and organisations in their preparations for a flu pandemic designed different plans and documents that included recommendations like “allow workers to telework, if feasible” (CDC, 2017 p.5). Unfortunately, humankind faced before with some events that asked for more work from that came with a lot of uncertainty as were described at the beginning acted of the chapter like 11 September terrorist attacks or Katrina hurricane. All these periods represent examples for how companies could manage a crisis during extraordinary events that are require work from home. In previous articles about the lessons learnt from Katrina hurricane are mentioned: clear communication and high visibility from the management team, treat fairly and with compassion the employees or develop response and recovery plans (Adams et al, 2016). Experts have even developed different models like (psychosocial crisis management) that shows how leadership could be involved at each phase of a crisis and build their actions considering different psychosocial support principles in order to boost employees’ wellbeing (Duckers et al, 2017). There are many questions on how the officers will look when all the white collars will spend again 8 hours at work. Experts are mitigating that for the indoor offices in the future companies should spend more money to offer better conditions and expert that “the next wave of intervention will be in the collection of population information regarding who enters the building and when. With facial recognition and infrared cameras” (Macomber cited in Gerdeman, 2020a para 40). Then in terms of interaction at the work, experts consider that 24 meetings in person will become a

story being less important and people will leverage more and more on technology when it comes to how they organise business. Experts consider that remote work will become strategic even after the crisis will be done and they should make use of all the digital tools available to facilitate communication.

The news about how businesses adapted showed that “The pandemic has accelerated corporate America’s massive shift toward making working at home easier. The so-called digital transformation of hundreds of enterprise companies has been aided by cloud computing and productivity tools from workday [..], salesforce.com [..], and slack” (Swartz,2020 para.15). Moreover, because there many health issues associated with prolonged social isolation some companies started working on developing different programs like Apple’s Face time Attention Corrections, Spatial’s “Lights” AR headset or holograms based on augmented or virtual reality (Alana,2020). Also, specialists consider that after the employees find out the benefits of working from home like time, work life balance and flexibility, they will notice an increase in their quality of life which will make companies to introduce a remote work strategy (Herd,2020), while some recent news informed that big employers like Mondelez or Barclays take into account to have some permanent work from home positions (Akala,2020). From what has been presented above and in the chapter about theoretical considerations it can be concluded that both working from home and wellbeing are critical concepts that over the centuries brought the attentions of many scholars. Their large perspectives need to be further explored considering the “new normality” caused by COVID-19 pandemic, which adds a new ingredient with huge implications both for working from home policy and employees’ wellbeing. Nowadays taking into account the significance of the topic it is important to check how viable and efficient is working from home policy during a health crisis that impose social distancing measures. Also it is critical to notice the changes in terms of employees’ behaviour and what managers could do better for their wellbeing. Considering the limited data, most of the available information being opinion based and do not have necessarily a research check, this topic gains a greater relevance today. It is also imperious to asses whether the prediction and views of the specialists during this period were true or not. All in all, employees’ wellbeing while working from home during a crisis like COVID-19 is a topic that need to be further explored.

OBJECTIVES OF THE STUDY:

1. To find out the top challenges HR is facing in this pandemic period.
2. To provide the supportive measures to manage the human resources in this pandemic.
3. To find out the impact of COVID-19 on employees’ work.

HYPOTHESES OF THE STUDY

Based on the objectives of the study, the following hypotheses of the study are framed.

- (i) **Ho:** There are no challenges HR is facing in this pandemic period.
- (ii) **Ho:** There is no impact of COVID-19 on employees’ work.

RESEARCH METHODOLOGY

DATA COLLECTION:

Both primary and secondary data is used for data collection. Primary data is being collected from HR employees through questionnaire and secondary data is collected from lectures pertaining to literature review.

SAMPLE DESIGN:

The study was conducted from selected population of Indian companies where there is a depth of HR managers facing problems in managing employees. A sample of 150 selected companies have been chosen for collecting the primary data and a convenience sampling method is being adopted for accurate and easier data analysis.

STATICAL TOOL USED:

Mean Rating Score and Chi Square Test

ANALYSIS AND INTERPRETATION:**Table No 1:****Profile of Respondents**

Factors	Classification	No of respondents	Percentage
Age	20-30	45	30
	30-40	65	43.3
	40-50	25	16.6
	<60	15	10
Gender	Male	79	52.6
	Female	71	47.3
Civic status	Married	66	44
	Unmarried	45	30
	Single	49	32
Experience	5	46	30.6
	5-10	35	23.3
	10-15	42	28
	15-20	27	18
	>20	0	0
Salary	3-4Lpa	48	32
	4-6Lpa	35	23.3
	6-8Lpa	29	19.3
	8-10Lpa	23	15.3
	>10Lpa	15	10
Local	Local resident	78	52
Non-local	Non local resident	72	48

Source: primary data

Table No.2:**Frequency of respondents think health and wellbeing of employees as an important issue in their mind.**

Response	Frequency	Percentage
Yes	85	56.6%
No	30	20%
Undecided	35	23.4%
Total	150	100%

Source: primary data

The table no.2 shows that 56.6% of respondents thinks that health and wellbeing of employees is to be taken care off and 205 of HR professionals do not think so.

Table No.3:

Frequency of respondents who thinks Transition in remote work may be an issue to respond to the earliest

Response	Frequency	Percentage
Yes	67	44.7%
No	49	32.7%
Undecided	34	22.6%
Total	150	100%

Source: primary data

Table no.3 shows that 44.7 % of respondents have difficulty in managing a quick transition of work and only 32.7% of them do not think there is a problem in managing a transition.

Table No.4:

Frequency of respondents who thinks employee engagement i.e. job and continuity.

Response	Frequency	Percentage
Yes	65	43.33%
No	47	31.33%
Undecided	38	25.34%
Total	150	100%

Source: primary data

Table no.4 shows that 43.33% of respondents believe that engaging employees is a big alarm and only 31.3% thinks this could be not given that importance.

Table No. 5:

Frequency of respondents who thinks protecting employees mental health and uncertainty to leave a job may be an issue to respond

Response	Frequency	Percentage
Yes	55	36.66%
No	45	30%
Undecided	50	33.34%
Total	150	100%

Source: primary data

Table no.5 shows that 36.66% of respondents believe that employees may leave the job if they are not given mental boost in this pandemic period. Only 30% are able to balance their personal life with the work.

Table No. 6:

Frequency of respondents thinks lack of agility.

Response	Frequency	Percentage
Yes	47	31.4%
No	60	40%
Undecided	43	28.6%
Total	200	100%

Source: primary data

Table no.6 shows that 31.4% of respondents thinks lack of agility has arisen challenges to face in this situation. Only 40% are able to say that they are quick in response to such situations.

Table No.7:**Perception towards challenges faced by HR in COVID-19**

Factors	Mean
Health of employees	4.15
Transition of work	4.01
Create engagement working remotely	3.67
Protect employees' job	4.49
Communicate frequently and clearly	4.61
Continuity of business operations	4.15
Help employee's mental health	3.5
Plan workforce utilization	3.33
Deal with uncertainty	3.50
Scale 1=strongly disagree 2= disagree 3= neither agree or disagree 4= agree 5= strongly agree	

Source: primary data

From the table 7, it is being observed that the 'health of employees' is the major concern for HR manages with a next level factor effecting is transition to work. It is also observed that 'protecting employees' job' and communicate frequently and clearly have an equal effect on managing HR while deal with uncertainty have a least impact challenge.

Table No.8:**Work Arrangements made by HR professional**

Factors	Mean
Provide optimum information and guidance	3.45
Encourage breaks	2.25
Provide tools for remote workers	4.0
Updating regularly about meetings and seminars	2.2
Reduce hours of work	3.5
Flexible working options	3.65
Use annual leave entitlement	3.25
1= never 2=rarely 3=sometimes 4=often	

Source: Primary Data

From the table:8, It has been observed that 'provide remote tools for work have been provided followed by' flexible work options and guidance 'optimum communication and guidance and the least to avail was 'updating regularly about meetings and seminars.'

Table No 9:**Impact of Covid-19 on Employee's work**

Factors	Mean
Health	Mean
Adequate sleep	3.25
Self-exercise time	3.33
No sufferings from migraine or headache	2.25
Physically and mentally active	3.00
Family and friends' relationship	Mean
Time for personal responsibilities	2.56
Time to spend with family	3.2
Time to attend friends	2.05
Relationship with colleagues and management	Mean
Expressing in front of the management	2.2

Building relationship with colleagues	3.3
Able to work in teams	3.25
Work environment	Mean
Able to achieve targets	3.2
I am able to acquire skills	2.2
I am able to handle multiple tasks	2.25
Scale: 1= strongly disagree 2= disagree 3= neither agree nor disagree 4= agree 5=strongly agree	

Source: Primary Data

From the table 9: With regard to health, the highest impact factor is 'adequate sleep' followed by 'self-exercise time'. In the perspective of family and friends' relationship the factor which is affecting the most is time for personal responsibilities. It is also observed that able to 'work in teams' is also not possible if proper work and healthy measures are not taken and the last is 'able to achieve targets' under pressure also has a highest impact of 3.2. *The below testing of the hypothesis we considered only 100 respondents because of incorrect information from the 50 respondents.*

DATA ANALYSIS & INTERPRETATION

TESTING OF HYPOTHESES

Ho: There are no challenges HR is facing in this pandemic period.

TABLE NO. 10

Observed Frequencies

Gender /Variable	Strongly Agree	Agree	Neutral	Slightly Disagree	Disagree	Total
Male	11	23	48	9	0	91
Female	4	3	02	0	0	9
Total	15	26	50	9	0	100

Source: Primary Data

TABLE NO. 11

Expected Frequencies

Gender /Variable	Strongly Agree	Agree	Neutral	Slightly Disagree	Disagree	Total
Male	14	24	46	7	0	91
Female	1	2	4	2	0	9
Total	15	26	50	9	0	100

Source: Primary Data

Table No 12

Showing calculation of χ^2 - value

O	E	(O-E)	(O-E) ²	(O-E) ² /E
11	14	-3	9	0.6428
23	24	-1	1	0.0416
48	46	2	4	0.0869
9	7	2	4	0.5714

0	0	0	0	0.0000
4	1	3	9	9.0000
3	2	1	1	0.5000
2	4	-2	4	1.0000
0	2	-2	4	2.0000
0	0	0	0	0.0000
				13.8429

Source: MS Excel

Calculated value of Chi- Square =13.8429

Level of significance – 0.05

Chi-square = (O-E)²/E

Expected value = sum of the observation/the total number of observations

Degree of freedom (r-1) (c-1) = (2-1) (5-1) = 1*4 = 4

Table Value of Chi Square for dof (degree of freedom) =1@5% Level of significance=9.488

Interpretation / Result: Table 3 presents that the **calculated Chi –Square value (13.8429) is more than the table value (9.488) of Chi -Square Test (χ^2) so null hypothesis (Ho) has been rejected and it is *concluded that there is a significant challenges HR is facing in this pandemic period at 5% level of significance.***

Ho: There is no impact of COVID-19 on employees' work.

TABLE NO. 13

Observed Frequencies

Gender /Variable	Strongly Agree	Agree	Neutral	Slightly Disagree	Disagree	Total
Male	9	25	48	9	0	91
Female	4	3	02	0	0	9
Total	13	28	50	9	0	100

Source: Primary Data

TABLE NO. 14

Expected Frequencies

Gender /Variable	Strongly Agree	Agree	Neutral	Slightly Disagree	Disagree	Total
Male	14	24	46	7	0	91
Female	1	2	4	2	0	9
Total	15	26	50	9	0	100

Source: Primary Data

Table No 15
Showing calculation of χ^2 – value

O	E	(O-E)	(O-E) ²	(O-E) ² /E
9	14	-3	9	0.6428
25	24	-1	1	0.0416
48	46	2	4	0.0869
9	7	2	4	0.5714
0	0	0	0	0.0000
4	1	3	9	9.0000
3	2	1	1	0.5000
2	4	-2	4	1.0000
0	2	-2	4	2.0000
0	0	0	0	0.0000
				13.7429

Source: MS Excel

Calculated value of Chi- Square =13.7429

Level of significance – 0.05

Chi-square = (O-E)²/E

Expected value = sum of the observation/the total number of observations

Degree of freedom (r-1) (c-1) = (2-1) (5-1) = 1*4 = 4

Table Value of Chi Square for dof (degree of freedom) =1 @5% Level of significance=9.488

Interpretation / Result: Table 9 presents that the **calculated Chi –Square value (13.7429) is more than the table value (9.488) of Chi -Square Test (χ^2) so null hypothesis (Ho) has been rejected and it is concluded that there is a significant impact of COVID-19 on employees’ work at 5% level of significance.**

CONCLUSION:

Though the long-term implications of COVID-19 are currently unknown, there is little reason to believe its impact on organizational life will be short-lived. As health experts have cautioned, not only are the effects of the current pandemic far from over but the risk of future health crisis of this far-reaching nature is almost guaranteed. Accordingly, our focus must be forward thinking, building on the assumption that the grand challenge we currently face is not a singular, anomalous event, but rather constitutes a "new reality" that offers new opportunities to which organizational scholars and practitioners alike will need and want to remain attentive. 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.

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