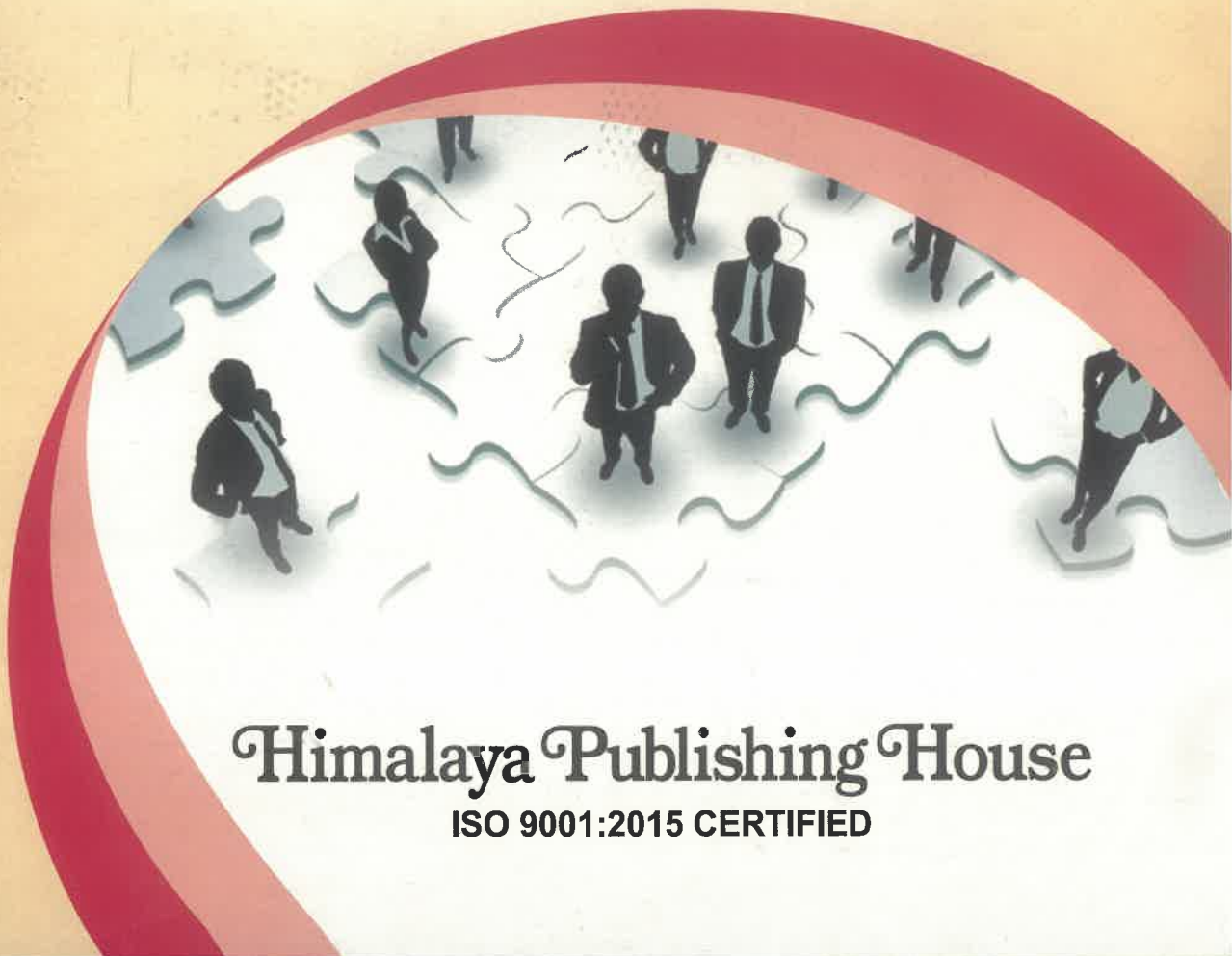


# HUMAN RESOURCE MANAGEMENT

- Dr. Pooja Upadhyay
- Dr. Kirti Dharwadkar
- Dr. Mohsin Shaikh



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**COVID-19 IMPACT ON HUMAN RESOURCE DEVELOPMENT  
& ITS ALLIANCE WITH BUSINESS SUSTAINABILITY**



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**Dr. Santosh Vishnu Bhave**

(Fellow Member- NIPM)

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**COVID-19 IMPACT ON HUMAN RESOURCE  
DEVELOPMENT & ITS ALLIANCE  
WITH BUSINESS SUSTAINABILITY**

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## Role of HR in Business Sustainability Pre & Post COVID – 19 Special Reference to Manufacturing Sector

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**Abstract**— This document gives analytical study of business flow patterns observed in the manufacturing industry before and after the global pandemic of COVID – 19. The document emphasis on the curve of changes before, during and after the pandemic period.

**Keywords**— Human Resources, Manufacturing Industry, Industrial relations, Pandemic Impact, Business sustainability

### I. INTRODUCTION

Covid-19 has affected the entire world. It is also seen that all the sectors across the globe are heavily affected by covid-19. Global Pandemic has occurred after almost hundred years.

In this time covid-19 all the manufacturing sectors are facing difficulties of all kinds. It is observed that in these difficult times not only operating is important but as well as the business sustainability is also very important.

It is observed that the department of human resource has been working not only on operations but also the larger perspective of business sustainability.

The COVID – 19 has impacted the world severely and the world has seen a swift change in business. This has resulted large impact on Chinese imports and exports. Mega manufacturers have faced interruption and closure across USA and Europe. The pressure on the industry suffering from downturn since a long time is demolished and disturbed due to COVID 19.

Manufacturing has taken huge amount of stress and pressure in COVID 19. The versatility of demand , uncertainty of

supply chain and changing trends in labour mindset are the largest changes being faced during the pandemic.

### RESEARCH METHODOLOGY

For the purpose of this research we chose survey methodology. The questionnaire prepared and circulated in various sample organization for data collection.

The survey includes 50 Human resource and Industrial relation mangers across all types of manufacturing industries.

### II. LITERATURE REVIEW

The Economic times dated 25th July 2020 stated in one of the articles “HR NEXT” that HR is going to be the next big this presenting the assessment of employees through Capability matrix.

The matrix contained 6 points check as follows;

1. Emotional intelligence and Learnability.
2. Leadership ability and Good governance.
3. Ability to retain good performers, groom leaders.
4. Let Go mindset.
5. Perseverance and Grit to fight.
6. Experience in working across verticals and geographic.

The above study enables the thought process in the perspective of knowing how to lead the organization in a futuristic and sustainable manner for better business. HR role becomes very crucial during and post pandemic to create a positive environment among employees through above six aspects.

An article in Forbes stated that don't make profit your sole priority and says that the

firms should act socially responsible and suggest adapting a lean organization to be adaptable to market volatility. This can be concluded as the instability of the market and its relation with the organization to keep the changes aligned with the business for stability.

tlnt.com – “COVID 19 has made the HR plays the most important role in sustainability. It states that in this situation we can see the transforming role of HR traditionally as functional HR or cost controlling element to catalysts and protecting their organizations shareholder interests. This makes the intervention of HR more dynamic and vulnerable for the future change adaptation.”

Industry 4.0 was already a storm of change amongst the manufacturers in 2019-2020. As the pandemic has hit the world it has created an positive opportunity of changes for and scope. Manufacturers are putting their full efforts in the pandemic period to implement the concept of Industry 4.0.

In addition to all above transformations the external contingencies, manufacturing systems militate against rapid shifts in production in their own way.

The analog methodology for observation of operation is still popular amongst many manufactures. The methodology is neither wrong nor right but it is very slow in comparison. The speed of the operation has to increase without affecting the quality of the product hence the revolution of Industry 4.0 is pictured as the future.

Tulip.co: “Where advanced manufacturing systems do exist, they can also present barriers to rapid shifting or scaling. Manufacturing software has historically

prioritized scope over ease of use. These systems can pull a tremendous amount of weight, managing and tracking manufacturing value chains from raw material to finished product. And yet, they’re enormously complex. These systems are custom-built—or purchased with off-the-shelf modules and features, which leads to a different set of difficulties—for every factory. The effort can take developers, engineers, and consultant’s years to finalize. Each line of code tends to fit just-so in relation to others such that small changes can ripple downstream in unpredictable ways. Making changes requires time intensive scoping, scripting, and validation. These systems are already straining against market demands like short product life cycles, fast new-product-introduction cycles, and demand for customization. What’s happening now is a radical intensification of each of these existing market demands.”

For example, shifting from cars to facemasks is an extreme form of new product introduction. Transferring all resources to ventilators is akin to operating on vanishingly short product life-cycles. Our current necessity to shift production at a moment’s notice, however, is straining manufacturing systems to the breaking point. In short, manufacturers are facing difficulties from the inside and the outside.

#### A. Survey

The survey conducted was a detailed study of Human resource management in all kinds of manufacturing set ups.

The survey comprises of following relational study between Business sustainability and Human resource management.

HR Factors affecting on business sustainability during COVID – 19

pandemic:

- 1) Manpower Planning
- 2) Training and development of employees
- 3) Rewards and Recognition
- 4) HR policies – Flexibility
- 5) Talent acquisition
- 6) Compensation
- 7) Remote workforce
- 8) Communication strategy
- 9) Accommodation and compliance
- 10) Employee satisfaction

The section C of the survey enables the comparative study of Government policies during the pandemic and their effect on the production and business.

- 1) Manpower permission
- 2) Migrant Labour
- 3) Changes in working Hours
- 4) Travel during curfew
- 5) Queue with social distancing
- 6) Thermal check
- 7) Oxy-meter check
- 8) Internal and External communication

**B. Test Results**

For the purpose of test we sampled 20 responses from varied manufacturing industries. Out of which 43 % were automobile industries and all others are distributed as shown below.

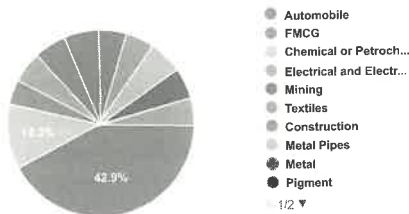


Fig. 1 Distribution of responses received according to industry type

TABLE I

SN	Factor	Result
<b>A HR Factors affecting on business sustainability</b>		
1	Manpower Planning, HR policies – Flexibility, Communication strategy	Almost 70 % Industry professional agree that these factors affects business sustainability in a strong manner
2	Training and Development of employees, Rewards and Recognition , Compensation, Remote workforce	In these points the industry professional show a diacy as they show equal reaction as on both the sides of agreeing and disagreeing.
3	Talent acquisition, Accommodation and compliance, Employee satisfaction	Industry professionals disagree to that these factors affect business and hold strong opinion upon them.

TABLE II

SN	Factor	Result
<b>B Government policies during the pandemic and their effect on the production and business and HR</b>		
1	Manpower permission , Migrant Labour, Travel during curfew , Queue with social distancing	70 % Industry professional agrcc that these factors have strong effects on business and production
2	Internal and External communication, Thermal check, Oxy-meter check	Almost 50 % Industry professional disagree that these factors have strong effects on business and production and 70% agree that it does affect.
3	Change in working Hours, Transport arrangement, Lunch Timings	Maximum of industry professionals showed disagreement to these points for being and effective factor.

**Test by Path Analysis Model**

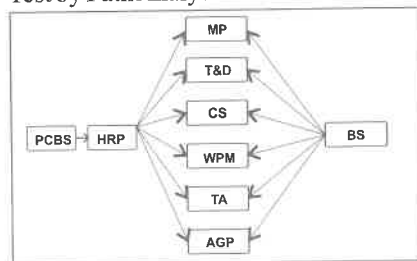


Fig. 2 Study of multiple variables (Path analysis)

ABBREVIATIONS:-

1. PCBS – Post COVID 19 Business Scenario
2. HRP – Human Resource/ Industrial Relation Policies
3. MP – Manpower planning
4. T&D – Training and Development
5. WPM – Workers Participation in Management
6. CS – Communication Strategy
7. TA – Talent Acquisition
8. AGP – Aligning with Government Policies
9. BS – Business sustainability

The Path Analysis Model has the following findings:-

1. Post COVID – 19 industries biggest challenges for Human Resources and Industrial Relation was not labour availability but it is Commercial Demand and control Virus Infection among Employee after reopening.
2. Industrial Relation and HR policies have helped the business sustain in these difficult times of pandemic. New HR policy designing considering the WFH and operation in such situations.
3. Manpower Planning earlier it was very different than what it is today. IR manager had to totally revamp the policy regarding the same. As COVID – 19 compelled organizations to adapt Work from Home method for indirect employees as the Government permission to operate during the lockdown were limited.
4. Training and Development or Skill Development has helped to maintain harmonious industrial relation. As it has helped employees to adapt flexibility in

working. A noticeable change is the process which was usually classroom based is now totally revamped and adapting online training sessions through different training portals. Help employees to keep motivated during low situation.

5. The perspective of Workers Participation in Management has changed tremendously as the concept is seen totally undiscovered in the pandemic period and the concentration of workers/employees is seen leaning towards job security and management is seen leaning towards completing production targets.

6. In this paradoxical situation HR/IR department has to maintain structured communication internally from top management to grass root level and externally as well. The communication strategy has to be precise and larger in coverage for maximum reach.

7. Talent Acquisition has played an irreplaceable role as the niche talent has gained immense importance during pandemic. It's not only right person at the right job its more about right skill at the right machine.

8. In this time IR and HR has shown on toes approach while aligning with the government authorities for seeking permissions to operate during pandemic. As earlier it was only for legal compliance but in this pandemic the Industrial Relation department has created cordial relation with the government authorities.

### III. CONCLUSIONS

Before COVID-19 Human resource departments was concentrating on skill development and Industry 4.0 implementation but after COVID – 19 there has been drastic change in the role

and responsibility of Human resource department. It is been observed that now HR is been seen dealing with government authorities for work permission in lockdown.

HR is been playing a vital role in the COVID – 19 pandemic to sustain the business by implementing the new policies and changing existing policies and ways to adapt new methods to reach its customer to generate demand and sustain their businesses. New changes due to COVID – 19 have made business stability very volatile in nature. Human resource is seen taking care of all guidelines of social distancing, sanitation, mask, thermal screening etc. and HR has managed to keep the productivity and business at the velocity as earlier.

Skilling becomes very important element at this time if we do it early we have the hope to sustain but if we don't the problem may worsen further. It's a once in a century disruption, customers will insists on quality, safety over test, product verity.

Role of managers and leaders has completely revamped. The leaders are expected to address the issues of business more empathetically than just business point when you are resuming at the workplace. Access to technology will decide access to knowledge. The skill to absorb this knowledge and translate into useful actions plan for business would set leaders contribution towards survival of business.

This pandemic has transformed the HR's approach from tough decision maker to accommodative and employee concerned department. They at many places has managed and helped business to sustain during the difficult time of COVID – 19 pandemic.

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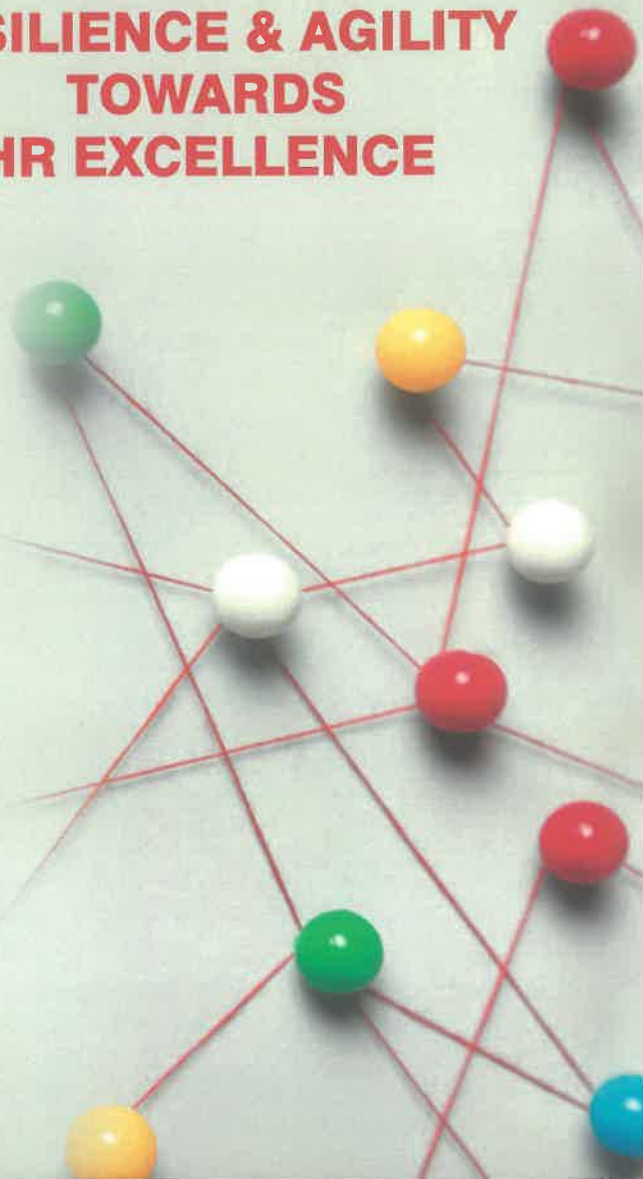
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