GLOBAL PERSPECTIVES ON BUSINESS, ECONOMY AND SOCIETY FOR SUSTAINABILITY IN THE NEW NORMAL

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Abstract:
The social and economic damage caused by a pandemic is devasting. Covid 19 has made new implications on organizations and thus resulting in drastic workplace transformation which further influenced Human resource management.HR leaders took a dynamic step to help people to come up with the situation and to manage stress by accommodating them to work for business operations. The consequences on workforce were deep. Things were normal with machines working, banks were functioning however, it was the human capital which had a major hit by global crisis covid-19. Companies are re-discovering themselves to find their purpose and innovating rapidly to connect with employees. This paper focuses to explore the work of HRD while addressing the post-pandemic workforce and workplace issues as they try to recover and start a productive future.

KEY WORDS
➢ *Remote working*
➢ *Human resource management*
➢ *New normal*

INTRODUCTION
COVID 19 global pandemic has made economic fluctuations which include activation of digitalisation process. Organizations should immediately switch to digital platforms to accelerate the jobs for employees. Human resource management plays a vital role to help organization handle the situation caused by global pandemic.

HR teams has more challenges to handle, since the staff members have to choose remote working. New guidelines have to be set, if required change in policies have to be made.

New normal of working remotely should require monitoring of productivity of employees. HR managers should brainstorm innovative ideas to keep up company culture highly spirited

The research is made to analyse the situation in which continuity of business has been affected by regulations imposed by the government in order to prevent the spread of covid-19 which in turn made companies to reduce the staff for working.

The objective of this research is to analyse the level of challenges organizations are facing in terms of HRM and to understand the consequences and changes which has occurred.

Major challenge is that employees become very reluctant for change, since work from home becomes a new normal, after choosing to work from home, they prefer remote working flexibility rather than the traditional mode of working.

'NEW NORMAL' CHALLENGES OF HR PRACTICES
Work from home becomes new normal
Paradigm shift from traditional way of working to remote working, employees take time to accept the change. But once the new reality is accepted employees tend to adopt the new change and the culture will stay even for post covid. Companies which are looking at reduction in investments in real estate   prefer to allot work from remote places.

Counting on the benefit from this model, HR will now be able to find the most eligible candidate after filtering the higher number of job applications across the globe. Because recruitment might become virtual due to location agnostic.

Revival of economy

Analysing the uncertainties of the situation employers are demanded to be equipped with flexibility related to Human Resource Management. In order to reduce cost, companies are replacing full time workers with contract workers. HR mangers will have to deal with certain challenges related to applicability of labour laws over the staff.

Social safety of employee is important

Companies will focus more on workers safety as well as employees mental state. Post covid- 19 has made globe to work technology pro. Hence HR connects virtually and ensures the wellbeing of the workforce.

Focusing on resilience then efficiency

Companies had a traditional way of working where preference was given to efficiency, due to post pandemic it is the resilience of work. Remote working is preferred and working culture variations can be seen, keeping in mind the further outbreaks HR recruiters will screen the applications with digital dexterity.

Training employee for digital changes

Identifying the requirements of the digital tool and to accommodate working remotely all the staff should be trained. These training activities will enhance the confidence level of employees as well as to manage stress under remote working model.

Agility is lacking

Many a time HR team will be designed to be quick move. Due to pandemic, companies face difficulty to move quickly and respond fast. An HR should undergo with many processes to take an approval before taking any actions. This operation slows down the system of working and collection of data, even to take immediate measures.

Uncertainty about the situation

Uncertainty can hinder working environment. Without knowing what future holds, what kind of measures to be taken for the developmental operations is going to be a big challenge. Unfortunately, everyone around has been affected by uncertainty. Workforce is affected mentally not knowing about the future consequences and HR team is working hard to put things on track. Responding to crisis and trying to develop useful strategies and measures.

Employee engagement challenge

Good Productivity of employees in the company will be the ultimate goal. However, it becomes challenging to hold on to it because of new normal remote working. Internal communication will not be that effective, and keeping connected with everyone becomes tough. In new normal of remote working, it is difficult to keep the routine work in a systematized manner. If you fail to connect with employees regularly either by meetings or training, it will impact on employee's productivity to the greater level.

When working in distance office culture looks different

Success of the organization will be based on the culture. A strong culture make organization to reach heights. Culture gives identity to business and also employees can rally upon.

Due to crisis cultural variation can be observed. Decision happens through different mode; New plans will be executed; It might affect to carry mission and vision of the company. Hence Financial survival and maintaining the standard of the company is difficult.

Trust Issues

Since many companies have opted for remote working, it becomes a challenge for employer to track and maintain the culture of the organization.

Certain techniques can increase trust amongst employees. Everyday prioritizing the work and scheduling to the requirement and enquiring from the employees if in case any blocks preventing them by execution of the work.

HR STRATEGIES AT WORKPLACE FOR POST COVID

Personalization of Employee

Focusing on organization's growth, giving priority to individual employee in the organisation has become a trend. Organizations are looking for the benefit of each employee rather than generalizing it to a team.

Each employee is unique, identifying the unique value and appreciating it is the beginning of supporting the employee.

Companies are trying to provide more personalized benefits. Basic idea is to provide options which will fit the unique needs of the employees.

Focusing more on wellness

Covid 19 pandemic has created more stress and anxiety amongst employees. To make them better performer focus should be made on mental health and also on overall wellness of employees.

Employees would be very beneficial in case they avail these holistic facilities. Employees would be very happy to serve an organisation which gives priority to wellness as well as finical security, by which employees can concentrate on both work and personal life.

Flexibility at work place

After introducing the concept of remote working, employees would be very reluctant to stick on to 9-5 job. A solid 8 hours of working in the organizations may not be preferred by employees. They might prefer to have certain level of freedom.

Some companies give employees flexibility by allowing employees to leave early or taking few days leave or letting employees to choose their own working schedules.

Strategies defer from companies to company, providing flexibility at work place by helping them to work from home for some time. This strategy might work out for employees so as to focus more on productive work and personal life.

Upskilling employees

Recognizing at individual level and appreciating their work is most expected from employees. The reason why most employees quit the organization will be because of their inability to learn and grow within the institution. Hence training the employees to learn new skills and update them to the current industry requirement has become mandatory. Employer should give them an opportunity to learn and encourage them in career achievement.

Artificial intelligence Technology

Most of the employers try to cut down cost and invest more into artificial intelligence, since many HR are also dependent on Artificial intelligence for administration.

Employers are using AI for direct screening of applicants and hiring the potential candidates trying to save on HR teams.

Few companies also use artificial intelligence to monitor the performance of employees and also to screen their issues. By the technology we can track the data and safeguard it. The more the technological advancement will have smarter the way of working.

HUMAN RESOURCE PRACTICES DURING COVID 19

Creation of active emergency response group

Emergency response group should be crated and HR should be integral part of it. To discuss major issues related to organization, implementation of the new ideas, development of the institution, benefits provided to employees and employment laws, new policies and any strategies to manage on remote working. Risk related to pandemic. And ensure the decisions taken should be value and equity focused.

Team should meet up often and update the information through the discussions and take initiatives and communicate.

Communication as a tool

Communication is very important element in organization to pass on any information, ensure it is clear, accurate and transparent. These elements make communication most trustful. Should work

with higher authorities to make internal communication effective and form good communication team.

Communication to be made regarding the crisis met by employees, any employee or families of employee being affected. Ensure the information will be kept confidential and will be treated with upmost respect.

Boost the affected staff with the support and discuss about how could be treated and what measure organization will take to safe guard employees.

To remove anxiety in employees, create a platform to share their difficulties during covid 19 period and acknowledge the solution after discussing with the management.

Employee wellness and care for employee with safety measures

Communication between the employees should be constant to know the mental and physical status of employees, employees feel supported if organization care for wellness of employees.

Safety of employee is the essential and basic. Update employees with the precautions you are taking by sanitary health practices so that employees won't feel anxious to come to organization.

Encourage employees to practice government rules by following social distancing avoiding long distance travel and group gathering. avoid hugs, handshake and physical interaction.

Inform staff regarding the benefits available and organize wellness program. More of tele health programmes to clarify their doubts would be appreciated.

Leave polices

Update employees. recent changes relating to new employment legislation that focuses on employee benefit and leaves. (FFCRA) Families First Coronavirus Response Act. Communicate with the concern response teams and try to develop solution and implement it by communicating it around.

Modify the policies addressing the crisis and communicate the changes to the employees in order to maintain transparency.

Remote working strategies

Remote working helps to maintain social distance by this we can slow down the spread of covid-19. Keeping this in mind HR should discuss with IT department and make the necessary arrangement for employees for remote working.

Create quick guide for follow up remote working. Employees should know the efforts are taken considering the health of employees, boundaries and work engagement.

Frequent meetings should be conducted to keep track and updating upon it.

Discrimination and exclusion and being biased should be avoided.

Respect and equity should be maintained at work place. Discrimination should not be encouraged and HR should be very attentive, responsible and should lead the team equally.

Employees should be open to discuss with HR any issues relating to ragging, anti-race, comments or jokes should bring in to notice and anti-discrimination policies should be imposed.

Review of literature

Iza Gigauri (2020) the research paper aims at exploring how global pandemic affected normal HR activities and companies' response to manage the crisis from HRM perspective. Analysing the present situations of pandemic organisations tend to respond in negative aspects but expect positive outcomes. Companies and employees are accepting the reality to get positive results. HRM plays a vital role by introducing HR processes, training employees with required skills, for both present and future consequences.

David G. Collings, John McMackin (2021)

Pandemic has thought to work in different ways, work context has changed influencing actions and employee behaviours. Tensions of working between the operational roles and strategic roles of HR are known. Focuses on virtual working.

Joel B. Carnevale and Isabella Hatak August 2020

The paper discusses the challenges faced during covid 19 relating to work, organizations are trying hard to cope with newly altered work environment. Covid 19 has impacted on organizational

working it not only effects the work life balance of employees but also destruction in health of employees can be seen. Working through virtual platform is a new normal.

Paula Caligiuri, Helen De Cieri, Angelika Zimmermann (2020)

The researcher aims to analyse the challenges faced by multination enterprises and changes in IHRM policies during covid-19 pandemic. Relating it to the managing distance and also about re thinking of the boundaries in the International Human Resource management. paper can be divided into three ways like, working with uncertainty, redefining organizational performance and facilitating international and even global work.

Mohammad RezaAzizi, RashaAtlasi (2021) this paper focus on various social and economic issues posts covid-19, the consequences created, global health crisis, challenges faced by organizations, new culture, economic crisis, change in societal behaviour. However, they are strategizing to make working team stronger and flexible with innovative ideas for smooth business activities.

RESEARCH METHODOLOGY

The study conducted is based on empirical research. Primary data is collected by questioner with the sample size of 100 respondents and sampling technique used is convenient sampling.

Secondary data has been collected from various journals, research papers and websites. In this research paper.

DATA ANALYSIS

Table 1: Table showing gender groups of respondents

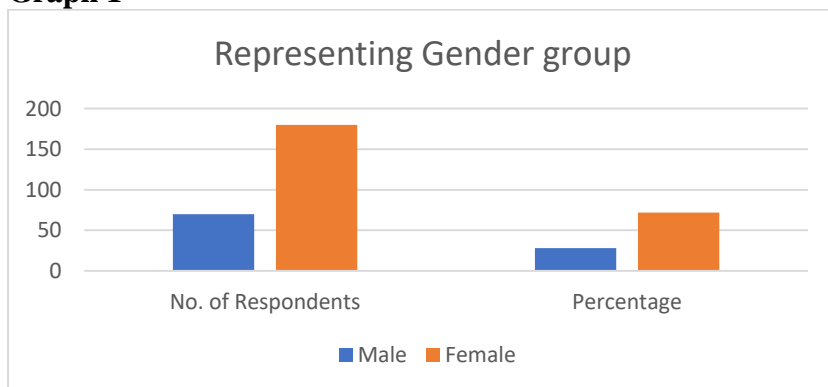| Gender group	No. of Respondents	Percentage
Male	48	48%
Female	52	52%

Graph 1

Table1 and Graph 1 represents the gender group. Data is been collected from both male and female. majority of the respondents are female

Table 2: Table showing age groups of respondents

Age group	No. of respondents	Percentage
23-35	65	65
35 & above	36	36

Graph 2: Graph showing age groups of respondents
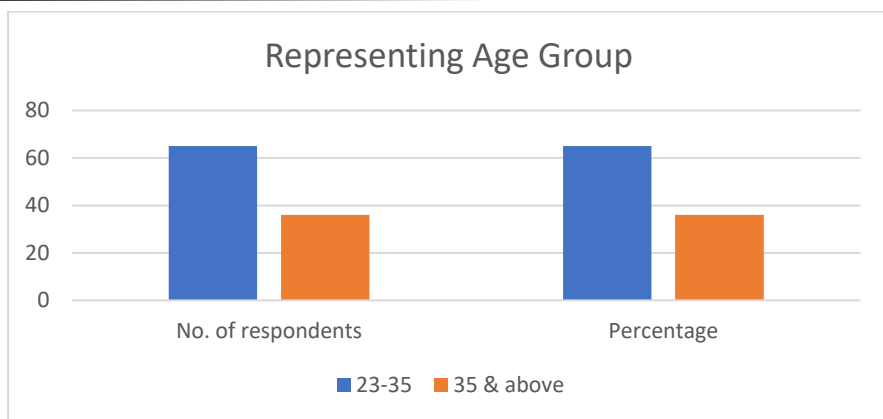
Representing Age Group

Table 2 and Graph 2 shows the age group of the respondents stating from age group of 23years to 35 and above years is considered.

Table 3: Organization turning off employees due to covid 19

Employee Turnoff	No of respondents	Percentage
Yes	41	41
No	59	59

Graph 3: Organization turning off employees due to covid 19

Turn off in organizations
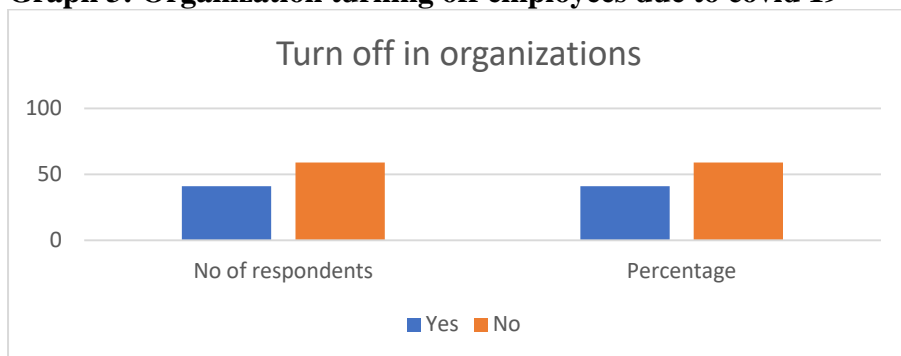
Table 3 and Graph 3 is about employee turnoff by organizations during covid-19 period and according to data majority of the organizations have tried to retain the employees and ensured their wellness.

Table 4: Flexibility of employees to adopt change from traditional mode of working to remote working.

Options	No of respondents	Percentage
Yes	100	100
No	00	00

Graph 4: Flexibility of employees to adopt change from traditional mode of working to remote working.

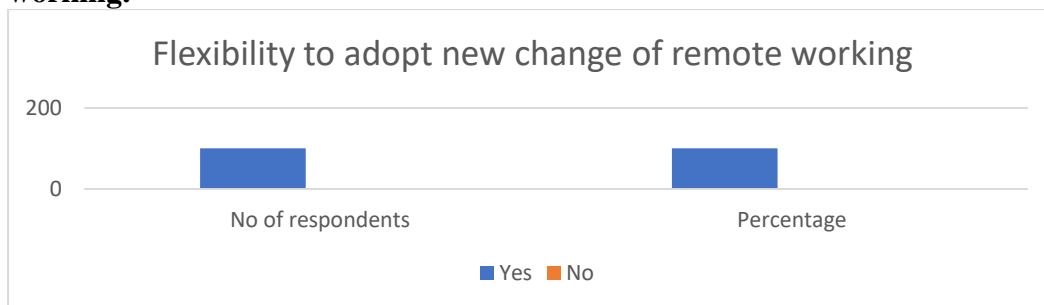Flexibility to adopt new change of remote working

Table 4 and Graph 4 represents adoptability to change, covid-19 period was a great challenge for people. Companies gave an option of remote working and according to information collected it was found that 100% of employees were flexible and were ready to choose remote working.

Table 5:   strategies used by organization to retain employees due to covid 19

Strategies	No of respondents	Percentage
Virtual training	30	30
Motivating employees	46	46
Supporting employees' families	18	18
All of the above	06	06

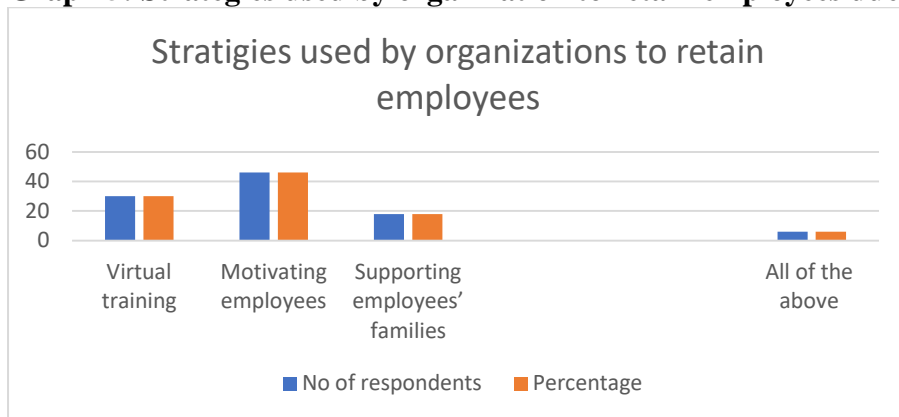**Graph 5: Strategies used by organization to retain employees due to covid 19**

Table 5 and Graph 5: Is the data collected on Strategies used by organization to retain employees due to covid 19, constant motivation of employees was seen by majority of the companies followed by virtual training and updating through technology was observed as second most strategy used followed by supporting employees and certain companies followed all the mentioned strategies

Table 6: Talent sourcing mode in organization during covid 19

Talent source	No of respondents	Percentage
Outsourcing	15	15
Internal recruitment	30	30
Referrals	47	47
Others	08	08

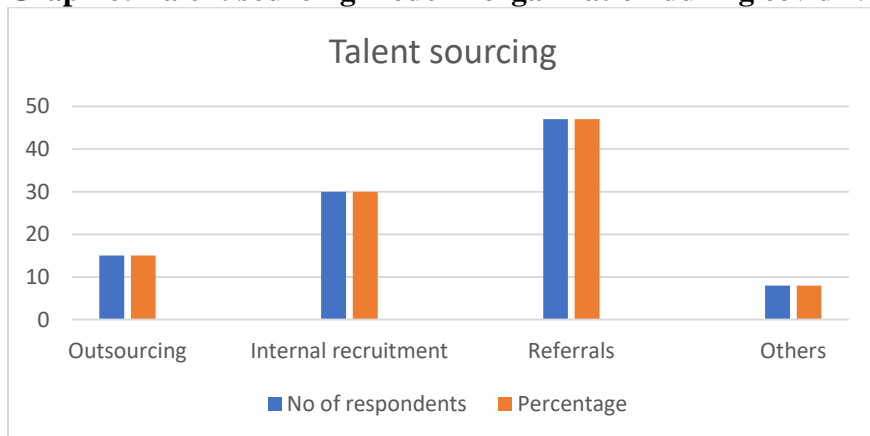**Graph 6: Talent sourcing mode in organization during covid 19**

Table 6 and Graph 6: Talent sourcing methodology used by companies, most of the of companies preferred employees through referrals and few companies opted   internal recruitment and the rest of the companies concentrated on outsourcing of candidates.

Table 7: New Working culture of organization focuses on

Working culture	No of respondents	Percentage
Remote working	62	62
Social safety of employees	24	24
Traditional mode of working	9	9
No such new culture	5	5

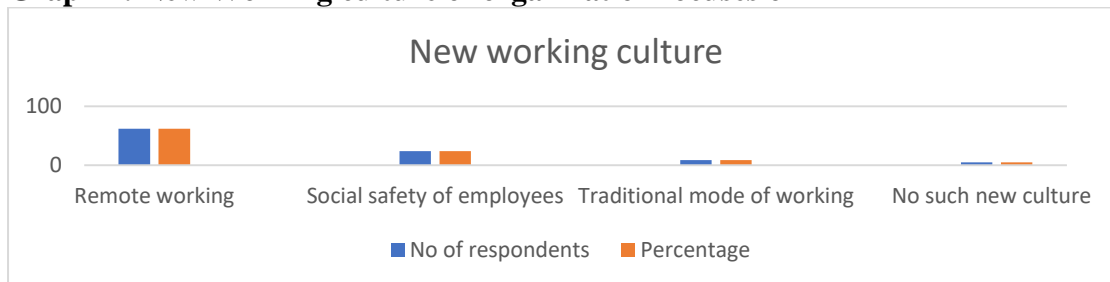**Graph 7: New Working culture of organization focuses on**

Table 7 and Graph 7 was on new working culture of organizations which was observed during covid-19 period, accordingly remote working is preferred by majority of the companies and the few of organizations focused on social safety of employees. Other organizations preferred to keep the same methodology of working and only 5% had no changes in the existing culture.

Table 8: Rate of maturity observed in employees who are working from home

Rate of maturity	No of respondents	Percentage
Highly mature	07	07
Mature enough	62	62
Still developing	31	31
Not existent	00	00

Graph 8: Rate of maturity observed in employees who are working from home.
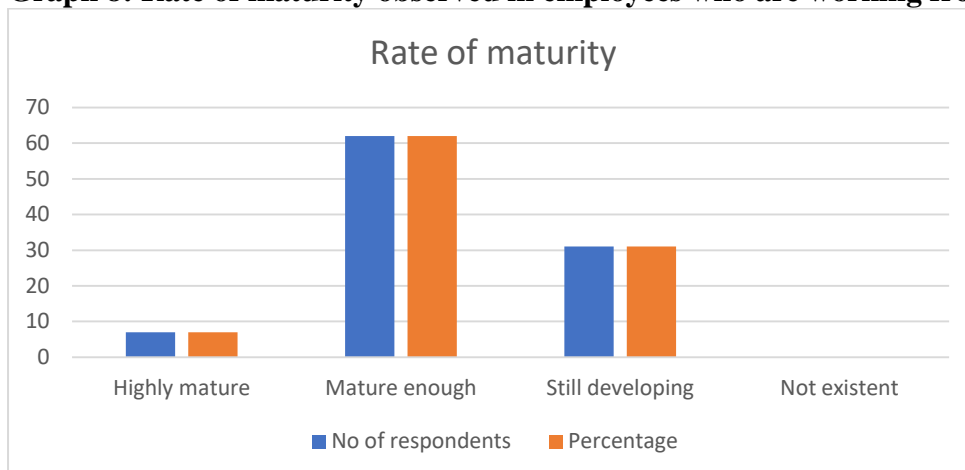

Table 8 and graph 8 represents the maturity rate amongst employees for the new remote working culture, out of the study we can state that majority of the employees are mature enough to adopt the new culture of remote working.

Table 9:   organizations supporting employees for remote working

Supporting employees for remote working	No of respondents	Percentage
Internet reimbursement	24	47
Internet data card	16	16
Laptops/desktops with VPN	47	47
All of the above	13	13

Graph 9: organizations supporting employees for remote working
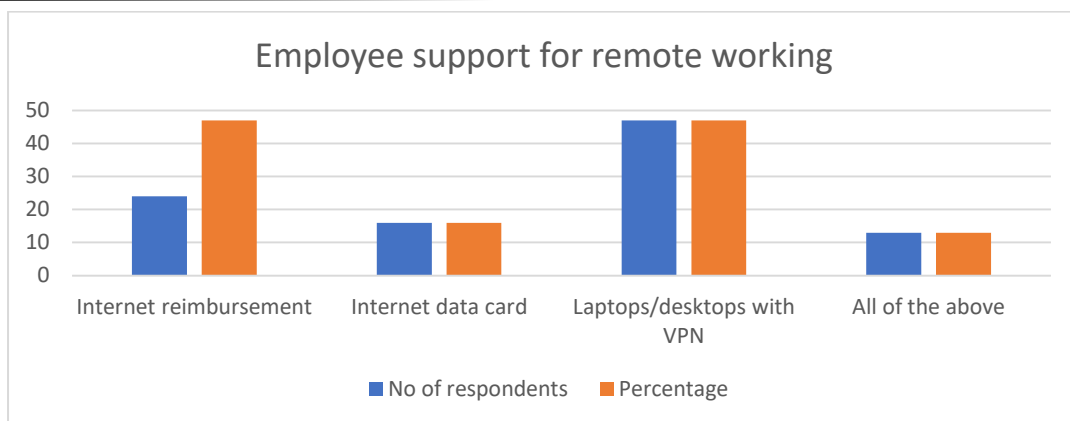
Table 9 and Graph 9 represents the organizations supporting employees for remote working and that is done through giving offers like internet reimbursement, laptop/desktop with VPN and providing internet data card, majority of the organization support with providing laptops/desktops with VPN which is beneficial to employees.

Table 10: Precautionary measures taken by organizations for employees visiting campus

Precautionary measures	No of respondents	Percentage
Masks	30	30
Sanitizer	12	12
Temperature checking	46	46
All the above	12	12

Graph 10: Precautionary measures taken by organizations for employees visiting campus
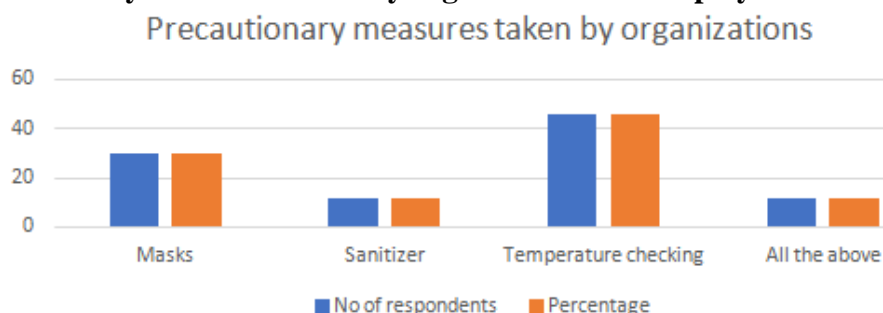

Table 10 and Graph 10: represents Precautionary measures taken by organizations for employees visiting campus, temperature checking is done by majority of the organizations. followed by sanitizer and mask.

Table 11: Practices adopted relating to employee engagement during covid 19 period

Employee engagement	No of respondents	Percentage
Webinars	24	24
Virtual team meetings	62	62
Teleconferences	07	07
Leadership briefing	07	07

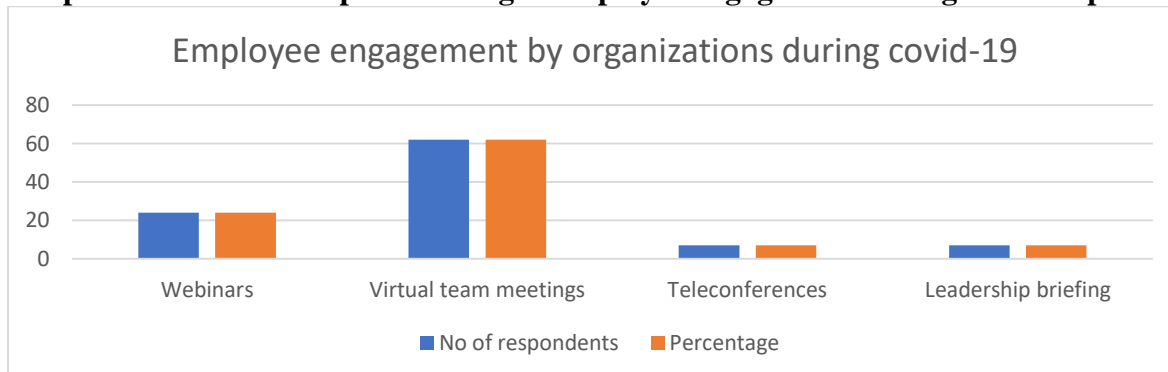**Graph 11: Practices adopted relating to employee engagement during covid 19 period**

Table 11 and Graph 11: represents the Practices adopted relating to employee engagement during covid 19 period, virtual team meetings, webinars, teleconferences and leadership briefing are considered. According to study most of the organizations choose virtual team meetings followed by other elements.

Table 12: Mode used for training and development of employees

Training and development	No of respondents	Percentage
Webinars	39	39
E-learnings	47	47
Virtual class rooms	01	01
Videos/ learning bytes	13	13

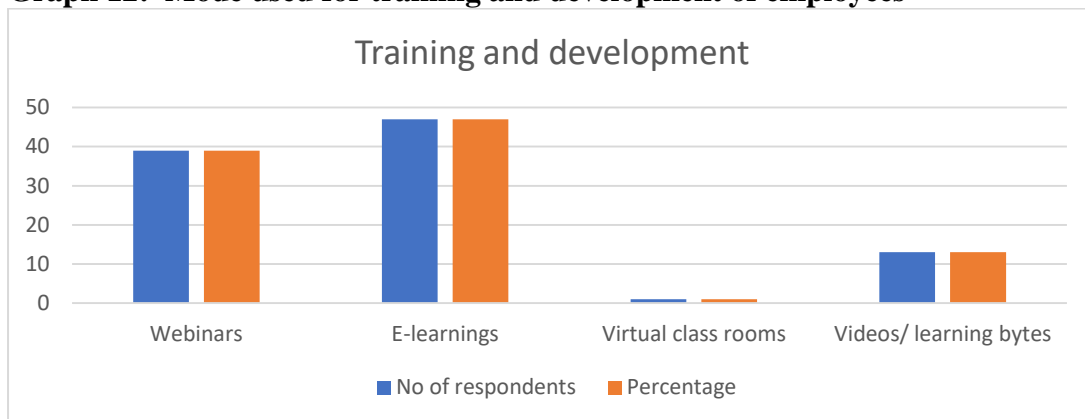**Graph 12: Mode used for training and development of employees**

Table 12 and Graph 12: represents the mode used for training and development of employees, e-learning is opted by majority of the companies, followed by webinars, virtual class rooms and videos/learning bytes.

Table 13: Employees benefited by remote working

Benefits of remote working	No of respondents	Percentage
Saved money and time	70	70
Gain some knowledge	16	16
Enhancement of skill	07	07
Interaction with global people virtually	07	07

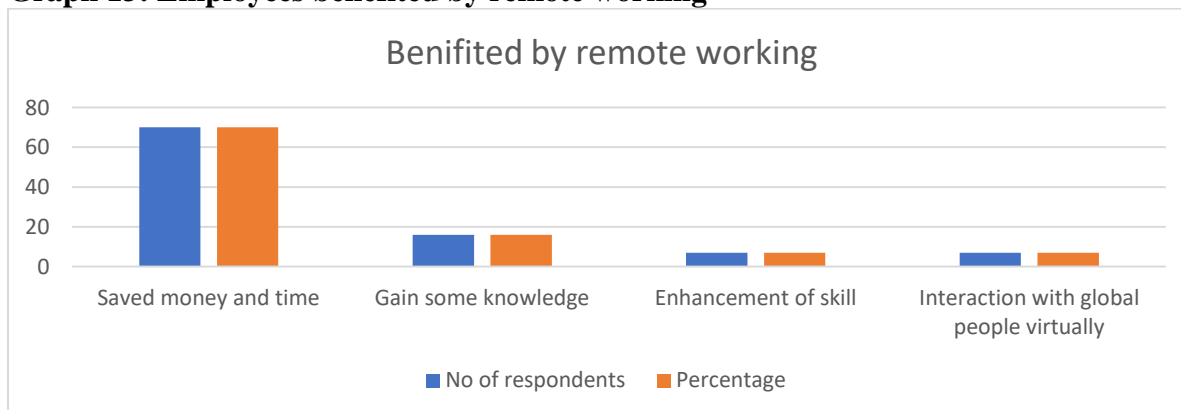**Graph 13: Employees benefited by remote working**

Table 13 and Graph 13: represents the benefits employees got through remote working, majority of the employees choose saved money and time followed by knowledge gaining, enhancement of skill and interaction with globe people virtually.

Table 14: Organizations pressurizing employees due to remote working

Pressurizing employees	No of respondents	Percentage
Strongly agree	38	38
Agree	46	46

| Disagree | 01 | 01 |
| Strongly disagree | 15 | 15 |

Graph 14: Organizations pressurizing employees due to remote working

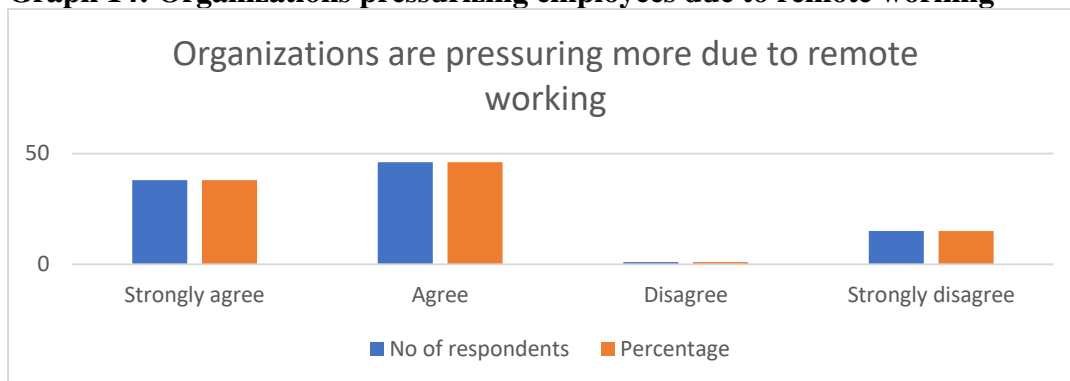Organizations are pressuring more due to remote working

Table 14 and Graph 14: Represents Organizations pressurizing employees due to remote working, majority of employees agree that organizations are pressurizing due to remote working. Only few employees disagree to it.

Table 15: Arrangement made by organizations for virtual training to employees

Virtual training	No of respondents	Percentage
Yes	85	85
No	15	15

Graph 15: Arrangement made by organizations for virtual training to employees
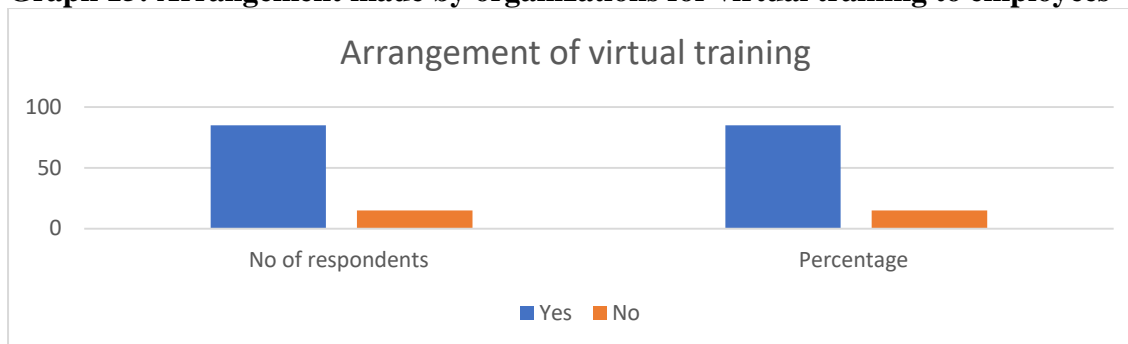

Arrangement of virtual training

Table 15 and Graph 15: Represents Arrangement made by organizations for virtual training to employees, majority of the employees agree that they were given training virtually for remote working.

Table 16: Organization with salary cut down for employees

Salary cut down	No of respondents	Percentage
Yes	93	93
No	07	07

Graph 16: Organization with salary cut down for employees
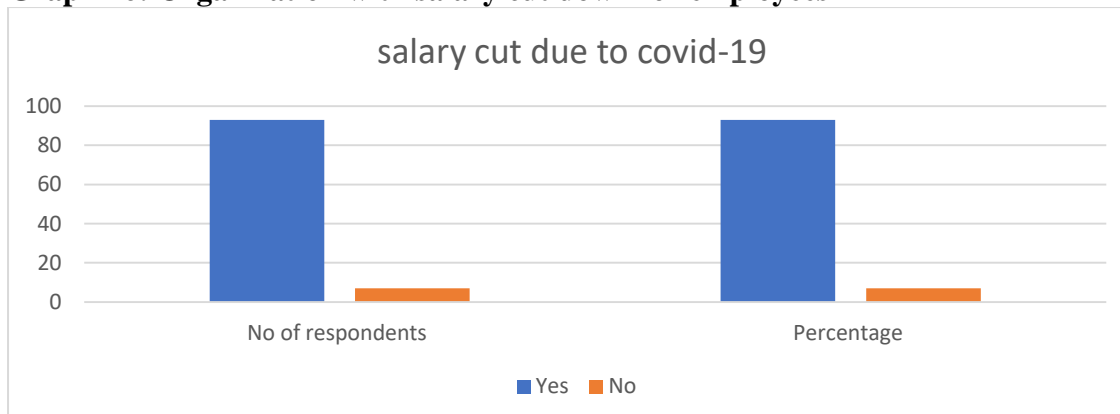

salary cut due to covid-19

Table 16 and Graph 16: Represents Organization with salary cut down for employees, since employees are given remote working, majority of the organizations have gone for salary cut down.

Table 17: Hike in the salaries during covid 19

Hike in salaries	No of respondents	Percentage
Yes	70	70
No	30	30

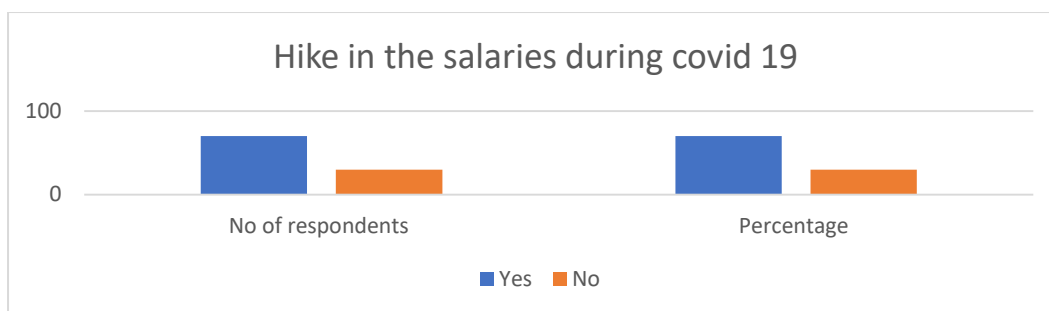**Graph 17: Hike in the salaries during covid 19**

Table 17 and Graph 17 represents the hike in salary cutdown for employees, there was a nominal hike in salaries of employees, even though it was on remote working terms.

Table 18: organizations cut down on perks and paying only the salaries

Cut down on perks	No of respondents	Percentage
Yes	76	76
No	24	24

Graph 18: Organizations cut down on perks and paying only the salaries
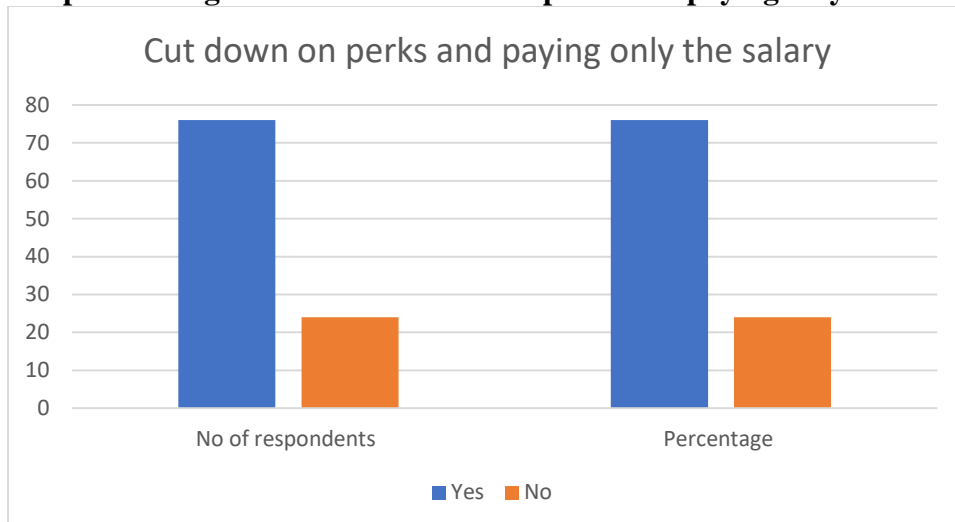

Table 18 and graph 18: represents the cut down on perks and paying only the salaries, yes, majority of the employees agreed to it.

Table 19: Mode of working preferred by employees

Mode of working	No of respondents	Percentage
Traditional working	54	54
Remote working	46	46

Graph 19: Mode of working preferred by employees

Preference for mode of working

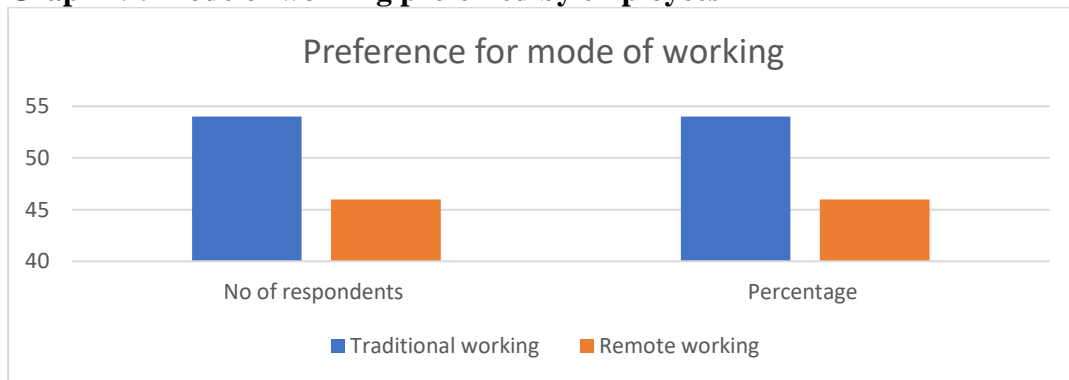Legend: ■ Traditional working ■ Remote working

Table 19 and Graph 19: Represents the mode of working preferred by employees, even after availing many facilities in remote working, majority of the employees choose traditional way of working not the remote working.

Table 20: Discrimination claims for restricting employees to come to work and few were forced to choose work from home

Discrimination claims	No of respondents	Percentage
Strongly agree	01	01
Agree	46	46
Disagree	46	46
Strongly disagree	07	07

Graph 20: Discrimination claims for restricting employees to come to work and few were forced to choose work from home

Discrimination claims for restricting employees to come for work and few were forced to choose work from home
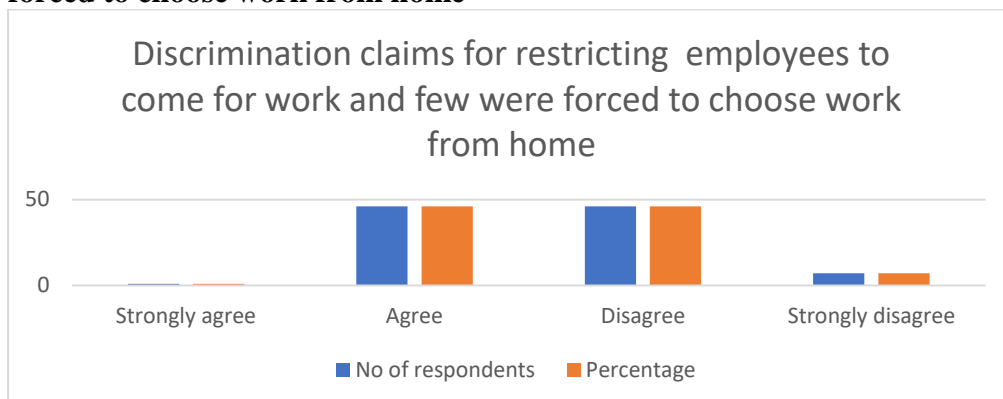
Legend: ■ No of respondents ■ Percentage

Table 20 and Graph 20 represents the discrimination claims for restricting employees to come for work and few were forced to choose work from home, we can see both the view of being discriminated as well as considering it as normal and working along.

Table 21: Initiative taken by organization to get covid vaccination for employees

Covid vaccination initiative	No of respondents	Percentage
Yes	93	93
No	07	07

Graph 21: Initiative taken by organization to get covid vaccination for employees

Initiation by organization for covid vaccination
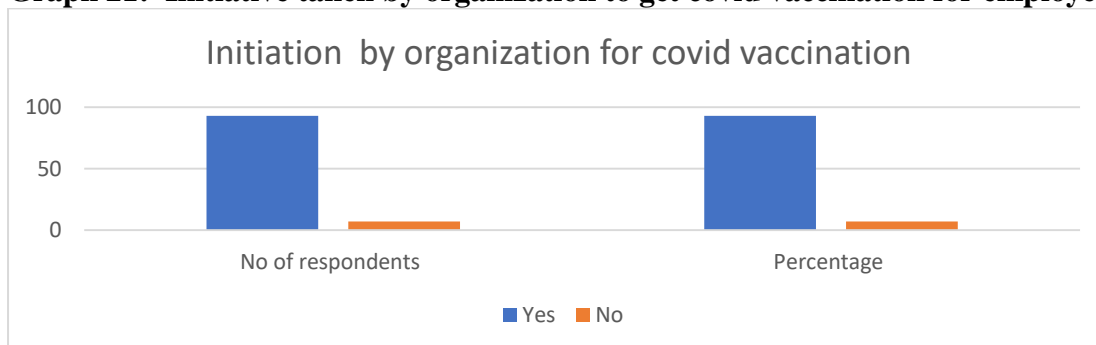
Legend: ■ Yes ■ No

Table 21 and Graph 21: Represents the initiative taken by organization to get covid vaccination for employees. majority of the companies went for vaccination drive in the campus for employees.

Table 22: Employees opinion on returning to work place

Returning to work place	No of respondents	Percentage
Excited	33	33
Not ready for the change	30	30
Will choose remote working	30	30
Not excited	07	07

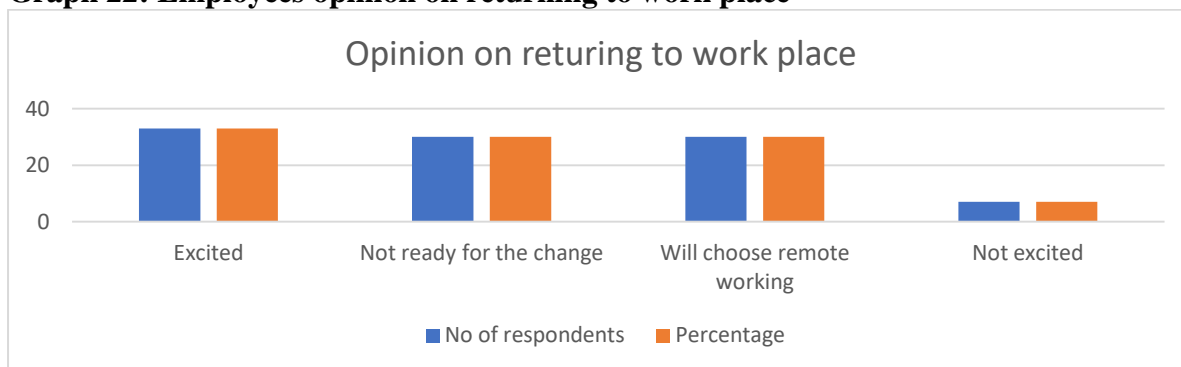**Graph 22: Employees opinion on returning to work place**

Table 22 and Graph 22: represents the Employees opinion on returning to work place, majority of the employees look very excited to get back to work in traditional form, few are not ready for change and rest stated to choose remote working for their convenience.

Discussion and Implications

Issues faced by HR due to covid 19 pandemic is high, this will continue for a long period creating new challenges. The following section gives an overview of the HR practices, which can be used to deal the HR issues. The issues have been disused in the above section can be found here.

Creation of active emergency response group

The response group should be developed in order to meet emergency requirements especially during crisis period. It would be one of practical and helpful solution for present situation of crisis. Different sectors have used different strategy to overcome the crisis and try to normalize the working. In this way creation of responsible emergency response group is vital.

Communication as a tool

Role of communication within the organization specially during organization change with covid-19 pandemic. Through the data collected transparency can be maintained by communicating with the employees and a good relationship can be maintained through communication.

Internal communication with employees will help them to discuss various problems and it will also impact on the safety of the employees which lead to motivating factors to the perform well in the organization.

Employee wellness and care for employee with safety measures

Companies should have wide range of knowledge to safeguard employees in working areas. HR managers should be trained to maximize safety concerns of the employees. Due to pandemic most of the organizations have choose to work remotely. to overcome the home boredom HR should engage employees. Mental wellness is much essential.

Remote working strategies

Remote working strategies successfully performing, information technology is working effectively to manage crisis. Although proper guidance for digital connectivity isnd proper usage if technology should be considered for effective working.

Discrimination and exclusion and being biased should be avoided.

Human capital is an asset to the organization, out of the findings there were certain discrimination claims for excluding employees and letting them for remote working and choosing only few to work

on campus. Avoidance of discrimination and equal treatment should be encouraged. Certain information with respect to employees should be kept confidential. Inclusion of these strategies will improve organizations working conditions.

HR challenges	HR Practices
Remote working	• Technology usage guidance should be provided • Training and development of the employees • Employee engagement
Communication as a tool	• There should be transparency in the organization • Platform to discuss problems • Increases cross cultural communication
Workforce wellbeing	• Flexibility in working • Training for competencies • Ensuring employee safety
Workforce flexibility	• Leave policies should be modified • Changing working hours • Remote working • Financial benefits

Conclusion

Covid-19 pandemic has completely changed the way of working and hence managing employees is still more challenging. HR role should be highlighted for the operational and strategies imposed and made it a success during covid 19 pandemic. We should understand on how work influences behaviour. This period has impacted our lives, as on how we adjust to working conditions and choose remote working. Organizations have to keep modifying on their policies and working conditions as the foreseeable future is much more uncertain demanding the flexibility of the employees. Adaptability for change is important as there can be no Turning back on good old days, greater flexibility. working more on desirable skills is expected because organizations should aim for supporting employee development both internally and externally. Recruitment process is completely changing and any geographical limitations due to new normal of remote working, Interviews are being arranged virtually trying to make it transparent and more accurate. Wellness is a trending, especially focusing on mental health should be a key priority. Constant motivation and support must be provided.

It is a challenging to tackle workforce for new normal, with employees working remotely. New guidelines, new policies are essential. Job description should be revised to accommodate full time, part time or remote working definitions. method of monitoring the employees should be modified to track their productivity in remote working.

The performance management team might need to completely examine new rewards, expectations and new targets. The modified guidelines and policies should build on the process of availability of resource and utilization for workforce to work remotely.

Important factor at the end is, it is humanity and compassion which wins. Do not forget to shed humanity. Strategies should be formulated to face the difficult situations being mentally strong. Business across the world is not stable right now, to recover from the economic shock it takes time and to adjust to the new normal way of working it demands some more time. Uncertainty in the business and economic and social impact of covid-19 will remain with us for few many years.

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