Evolving Human Resource Policies and Practices for Motivating Employees during a Pandemic Situation

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I. INTRODUCTION

This research paper is all about evolving human resource policies and practices for motivating employees during a pandemic situation. Even The corona virus pandemic has created a great impact on the **HR function's** 'human connect' feature. On the other hand, through its ever-evolving aspects, the effect of **Covid-19** on health, societies, including markets is an incomplete series that is dynamic and complex. The companies as well as the existence of the workplaces have been one of the largest apparent effects of the virus. However, agility, innovation, stability are the qualities represented in the lockdown situation through HR. Hence, HR roles moved up to turn brick-and-mortar workplaces almost simultaneously into virtual environments as workers began logging in electronically. Regulations had to be rapidly established and transmitted to make sure that the employees could efficiently and safely handle **WFH (Work from home)**. Most of the organization has been focused on the multiple HR approached for motivating their staff and those are demonstrated throughout this research.

II. AIM AND OBJECTIVES

Aim

The aim of the research is to understand the policies and practices that are crucial for motivating the employees. Employee engagement will be determined so that they easily do work from home and stay committed satisfied, and motivated during this pandemic situation.

Objectives

The objectives of this research are discussed below:
- To determine engagement of employees during pandemic situation
- To recognize the challenges faced during work-from-home regime
- To understand the need of technology in globalised and digitised world
- To identify the impact of the pandemic situation on HR practices
- To highlight the need of employee motivation in workplace.

III. LITERATURE REVIEW

Employee engagement during Pandemic Situation

Even as COVID-19 virus started increasing in the United States, stringent lockdowns as well as social distancing protocols started to be enforced by state and federal governments. However, the policy of employee involvement could not come at a more important moment. Including Covid-19 changing the entire working of companies across the globe, this is time during the Covid-19 Pandemic to think about Employee Engagement Strategy. However, employee engagement seems to be an atmosphere in the workplace where ensues that all an organization's participants offer their excellence daily, dedicated to the aims and ideals of their organization (Arasanmi and Krishna, 2019).Recently, in relation to the global COVID-19 pandemic, the market set-up is evolving. Throughout that tough time, human resource managers have been actively discovering new, creative as well as efficient ways to involve workers in a healthy way. Even organizations always consider that workers being well involved in an enterprise can contribute to organizational efficiency, resulting in greater customer satisfaction as well as, absolutely, income and benefit improvements in the company. On the other hand, engaged workers help the company to achieve its goal, implement its strategy, and produce important business outcomes. Employee involvement may be improved by various HR activities, including role design, recruiting, and selection, benefits, and performance appraisal management. Even organizations that foster employee engagement, handle talent constructively and connect respectfully, correctly and at the right moment with workers will experience the current economic

uncertainty and be viable in the marketplace. Therefore, Employee engagement focuses on the emotional contribution an employee has to their organisation and its stakeholders, strategy and mission.

On the other hand, senior leaders who did not have remote work controls in place at the beginning of the pandemic had to figure out how to manage the efficiency of their team from home mostly during work-from-home circumstance. Daily team meetings as well as frequent 1-1 check-ins have been some common online methodologies been using. However, For many, obtaining frequent check-ins prompted to the setting of micro-goals as well as gave staff the opportunity to acquire constant feedback. This 'coaching' approach makes it possible for management to effectively evaluate and monitor success while also increasing work performance, which would in turn makes employees involved, providing a sense of intent and accomplishment in achieving goals. However, workers would have to respect leaders to take the appropriate location during COVID-19 and to make difficult plans for the business. Transparency, during which staff has accessibility into what is occurring within their organization is an important part of trust in the workplace. Throughout a work-from-home situation, where employees rely on leaders to make crucial decisions under pressure of their leadership and employees, this seems to be extremely significant. Even they suggest regular check-ins and open discussions among supervisors, managers and workers to encourage this trust in leadership throughout the post-COVID-19 era so that workers feel involved in what has been happening inside the organization.During COVID-19, many companies have faced difficulties in changing their leadership styles; lessons learned about employee satisfactioncan bring about positive improvements in employee ways of thinking (Kurdi and Alshurideh, 2020).

Identifying the challenges faced by companies during work from home regime

Workforce engagement has been one of HR's key roles. Different findings demonstrate that a fully motivated workforce is needed for the organization's sustainability and development. The company will incur massive costs without that and will eventually drop. However, throughout the circumstance of remote jobs, taking care of the well-being of the workers becomes even more critical for the HR. Even HR should formulate new regulations to take care of employees' health, including physically and mentally (Rodríguez-Antónand Alonso-Almeida, 2020). On the other

hand, the significant changes related to the new COVID-19 corona virus have extraordinary implications for businesses around the world and also have strongly affected the management of human resources. HRM took up the position to navigate through managing people to deal with stress throughout the ambiguous current and unforeseen future and also to continue to work remote location so that business continues its operational activities. However, for managers of human resources, the Covid-19 pandemic has generated demanding conditions. Organizations need to respond as well as adjust to the environment and maintain the workforce appropriately, in the specific situation of significant changes around the world due to the pandemic. Even HRM plays an important role in helping workers resolve the obstacles created by unforeseen changes both in the workplace and in society. In addition, the workforce's technological and collaboration skills are needed to transition to virtual work.Throughout this transition, HR professionals have a promoting and supporting role, but they also take some responsibility for retaining workers by enhancing their skills and knowledge (Devyaniaet al. 2020). It would be important not only to gain skills or strengthen the workers, but also to emphasize stability within the strategy of a business. As an example, Microsoft found that corporate stability, employee well-being, as well as customer orientation were the main obstacles during the pandemic. Managers aim to minimize the potential negative effects of working from home, allowing employees to set goals. However, Working remotely makes it difficult to manage the actions of workers and track them. Utilizing online dashboards as well as digital information to measure workload and efficiency is the possible approach managers have identified.

Effectiveness of technology in globalised and digitized world

In order to respond to the epidemic, the pandemic obliges community - based organizations to shift to digital technology and progressively requires governments to follow a government transparency approach and then use digital communication networks to provide accurate information on regional and domestic trends in COVID-19. Even governments have been encouraged to deploy appropriate digital technologies to curb the epidemic, with lockdowns as well as other social distance interventions in place in many nations, and with more individuals depending on the internet for advice and information. However, as per the policy brief,

governments must build partnerships with private tech companies, venture capitalists or other international organisations to make use of current technologies to fulfill the demand of peers, often suffering from a lack the financial and human resource requirements to effectively and accurately create digital tools that can assist individuals during a stressful situation. However, virtual work had been on the rise even before the coronavirus pushed remote work to its boundaries. According to information from Flexjobs, the number of people telecommuting in the U.S. increased 159 percent between 2005 and 2017. Therefore, the data also indicates that 4.7 million people currently telecommute in the United States, up from 3.9 million in 2015 (Putraet al. 2020). Even the epidemic of this coronavirus may never be a pandemic, but for months it has often been a disturbance that can affect the global operations. Nevertheless, outbreaks affect some areas more quickly and greatly than others, giving local HR managers the opportunity to respond individually.This is up to international HR to provide local teams with timely and reliable information, but let local HR teams determine causes for situation and make their own important decisions that are time-sensitive, including such office closures.

Pandemic situation and its impact on HR practice

Significant changes triggered by the current COVID-19 coronavirus have unprecedented consequences for businesses around the world and have deeply affected the management of human resources. HRM took up the position to manage by project management to deal with stress in the uncertain current and unexpected future and also to continue operating remotely so the company continues with its operations. However, HRM plays an important role in helping the employees resolve the obstacles created by unforeseen changes both in the workplace and in society (Seddighiet al. 2020). In addition, the workforce's digital and teamwork skills are needed to transition to virtual work. On the other hand, HRM has to deal with the tension of its workers associated with the elimination of constraints among family and work as remote working at home intensifies. However, each organization has been changing in nature, and to increase efficiency and productivity, improvements are required. Because of the global pandemic and organisations also the world is suffering; technological changes, shifts in structure, as well as changes in priorities are increasingly escalating and posing major problems to leaders.

This pandemic would introduce many policy changes, creativity, development, and procedures in the Human Resource (HR) department via groundbreaking innovation (Jaiswal and Arun, 2020).

Workplace motivation requirement

Open conversations with employees on changes that could improve overall business management and relationships, and recognition and implementation of creative solutions to problems. Taken along with the other strategies outlined in this, companies can see growth in motivation, assisting them emerge as more durable, successful companies from COVID-19. On the other hand, listening would then raise important priorities that can be addressed by employers via flexible work. For some time, a worker caring for a sick relative may need to function remotely (Mwita, 2020). Compassionate, considerate listening enables the kind of secure sharing needed right now to promote a consistent work environment. However, through keeping the workers motivated to work, the work atmosphere plays a major role. A friendly work environment will create fun working environments that will reinforce the connection between the members of the team. The recent outbreak of the pandemic has led to a fearful environment that affects employees' moral and mental ability, leading in less attention to work and loss of focus. Sustaining a friendly work environment could be extremely useful, given the ongoing financial downturn.Another effective thing to retain staff engaged would be to share feedback. Daily feedback would keep the staff up to date on their results, and will also teach them about their advantages and disadvantages. The organization also can focus on the motivational theory for engaging more employees. However, motivation seems to be the mindset that motivates all human beings to do things with the utmost purpose as well as positivity. The leader would have to ensure that there is inspiration for every person in the team and the organization. The different theories of motivation help to know what is going to inspire people (Leiteet al. 2020). Bonus and incentive is also very efficient for improving the engagement of the employees in the workplace.

IV. THEORETICAL ANALYSIS
- **Maslow's Hierarchy Model**

Maslow has suggested that even if their requirements are unimpressed, a person is motivated because if it is that situation, this will lead them to go deeper as well as accomplish certain needs to be moved forward. The individual

has been encouraged to move to the next greater need and progress down the pyramid when each one of these requirements is met (Rocha Filhoet al. 2020). The five needs were divided into two orders by Maslow; the higher order requires as well as the lower order requires.

- **Herzberg's two factor model**

Herzberg suggested that hygiene variables are not known to be motivators. Such effects have been considered motivational factors. However, as per this theory recognition should be fostered so that the success of the workers can be appreciated and rewarded for their achievement. Even Achievement ought to be a sense of accomplishment in workers that relies on the job role in order to be able to obtain the benefits of their great labor. On the other hand, among the workers of the organisation, there ought to be a sense of responsibility (Degbeyet al. 2020). Through minimizing power, management should give them ownership of the job. Therefore, In order to prevent discomfort among the workers, they must emphasize the effectiveness of the hygiene factors. Relying on motivational variables will increase the quality of their work and help them remain in the industry for a longer period of time in this pandemic situation.

- **Techniques of employee retention**

Employee retention management not only offers organizational advantages, it also includes
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the protection of the organization's growth through keeping the company's costs minimal. Management of human resources estimates that preparation for staff turnover has been documented at 50 percent of the compensation of the appropriate job, the expense to the business that an organization focused on recruitment. However, feedback became one of the most valuable techniques or resources a business can use to help develop its employees. The management of the organization also can conduct a meeting with their employees via online for gathering the feedback of their employees. Paying fair salaries is another significant aspect that is important for employee retention. Identifying the worker's personal time off would be equally critical for the organization. This is supplemented by providing sick leave in accordance with the laws and regulations of the organization.Equal treatment has been one of the variables that become one of the powerful instruments of maintaining the organization's workers. When they do not receive adequate treatment from the organization, workers will become dissatisfied.

Therefore,when all of its economic, physical and human resources are effectively utilized, every company can reach its maximum potential level. Unless the workers are inspired to perform their duties will this maximum successful usage be feasible (Kurdi and Alshurideh, 2020). This is why the morale of employees is essential in evaluating the management of human resources
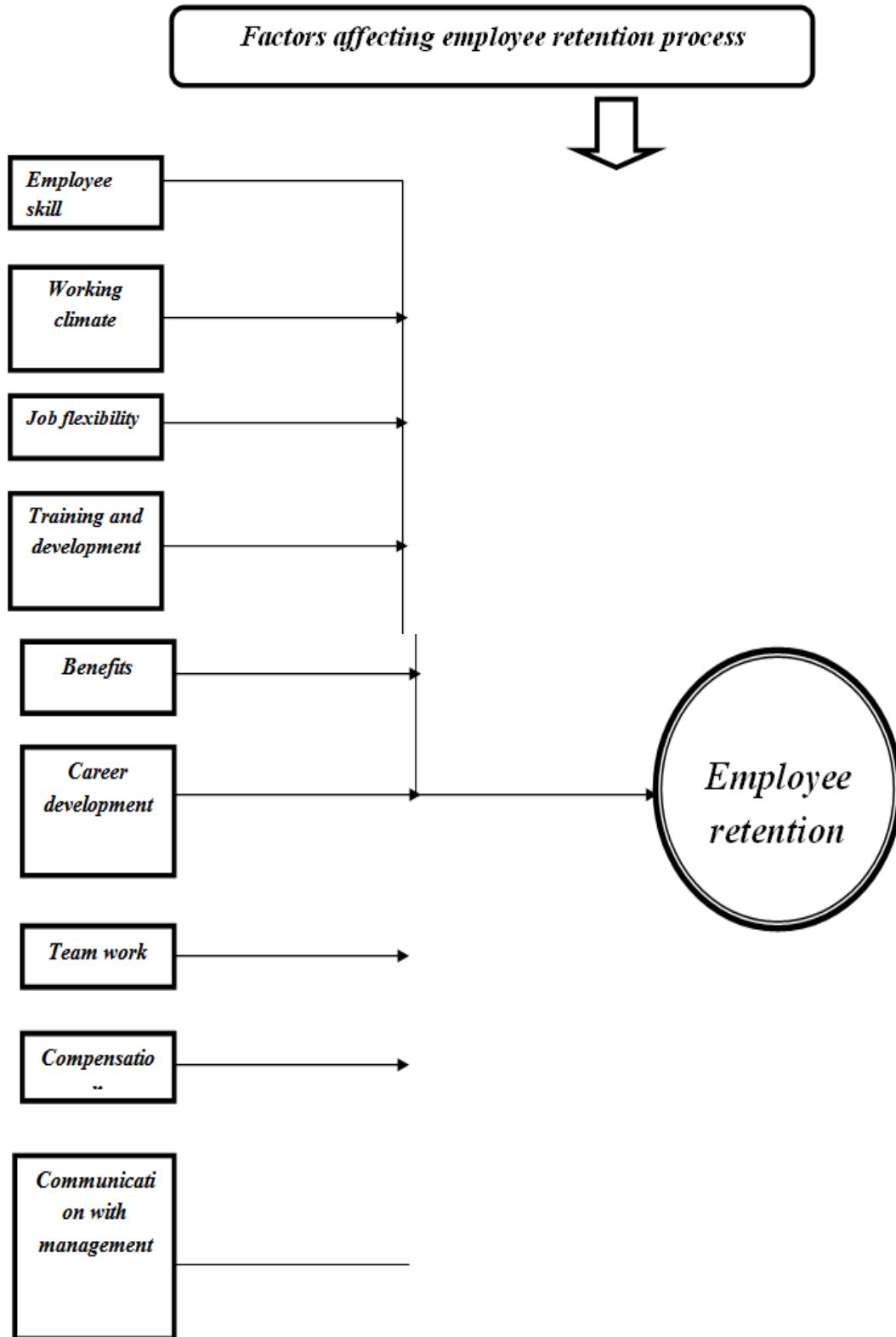
V. CONCEPTUAL FRAMEWORK

Figure 1: Conceptual Framework

(Source: Created By Researcher)

VI. METHODOLOGY

Secondary study technique has been usedfor this researchwhich involves the use of officially available information for this paper. On the other hand, to expand the general usefulness of research, information gathered is compressed and classified. Research materials compiled in research reports as well as similar documents are included in secondary research. Even journals, websites, and data collected through the survey already completed can make these records available. However, the most essential part of this article is the research onion that also provides a practical instrument for dissecting each step that helps to formulate methodological approach.

Research Philosophy

The philosophy of **positivism** has been evaluated and the results to study the methodological approach. This theory is determined on the basis that it discusses the objective understanding that is derived through observation. In addition, this philosophy is chosen because the analysis is focused on minimal data collection and the research performed is based on objective results that are normally measurable. However, this philosophy also depends on various data tests and is notable for its analytical viewpoint that deals with human experience and understanding.

Research Approach

In order to analyze the information and statistics of the research project, the technique is chosen because it constitutes a particular trend.

While the study, on the other hand, did not understand choosing an inductive method due to its time-consuming procedure, it does not have sufficient tools such as a deductive approach. In order to define the relative findings that would have been challenging if the research study had chosen an inductive methodology, his research project requires different methods.

Data Collection Methods and techniques

There are mainly two data collection instruments that include the research project's data collection. **Qualitative methodologies** as well as **quantitative data** are the two approaches. Both the data methods for the project's completion were identified in this research work. **Quantitative methodology** has been used to gather observational details from the respondents where close-ended queries are included. **Secondary data collection** method has been also used throughout this research.

Ethical Consideration

The study has been carried out in compliance with the ethical code of behavior established by the 1998 Data Protection Act. This contains the details out is not used for business purposes. All the data was carried out in this study by preserving absolute confidentiality and anonymity with respect to the managers of the sectors of the corporate office. The study also emphasized the employees' confidentiality and also asked approval from the organization before performing the survey.

Research methods	Tools used
Research philosophy	Positivism
Research Approach	Deductive
Research Design	Descriptive
Research Strategy	Survey
Data collection method	Quantitative (Employees)
	Qualitative (Managers)
	Secondary (Books, journals and websites)
	Probability (Simple random

Sampling method	sampling) [survey]
Sample Size	5 Managers
	130 Employees
Tools used	Research methods

Table 1: Research Methods

(Source: Created by researcher)

VII. LIMITATION

The review has encountered some significant limitations, such as the collection of reliable data in relation to the subject. While undertaking the research work, the research project had also been faced with financial limitations. In addition, when discussing this topic, time was the biggest threat. In addition, the secondary data sources were not very significant in determining the research details.

VIII. CONCLUSION

This research paper is all about evolving human resource policies and practices for motivating employees during a pandemic situation. The objective and aim of this research is also summarized in this research. Multiple factors for the human resource management of a company are also summarized in this research. However, employee retention has been the most important part of the business as it not only encourages business growth, but also improves the effectiveness of human resource development. Multiple theories for motivating the employees of the workforce are also summarized in this research paper. The gap of this research and its methodology is also concluded in this research.Even During the pandemic, Top management worrying about the safety and well-being of workers are still under the pressure of handling the documentation and supplying the millions of jobs who have been forced off or relieved of duty with comfort. HR managers aim to keep their workers active, inspired, involved and linked, all aspects that move goals in the new baseline for workers still on the job is also summarised throughout this research.

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