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Managing manpower amid and post pandemic in India; An evocative study

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Abstract

This is no longer a health crisis; it is a far reaching and unprecedented economic crisis that impacts global labour market and employment, economic activity detrimentally. (Ryder, G. ILO Director General).

Since beginning of this new decade the world is moving through perhaps the greatest medical cum economic catastrophe ever. At the end of 2019 a virus originated in China named Corona (widely acknowledged as COVID-19) has now left no country unscathed. The deadly pandemic has reported cases of more than 19 lakhs infected, deceased crossed 1 lakh, and 13 lakhs in mild or severe condition caused half of the world's population locked at their home shocking entire humanity. The pandemic is not yet ended; some countries have seen some resurgence and yet others at critical stage of outbreak. Business practices and strategies around the globe more or less have compelled to be changed after devastation of this pandemic. A reason to breathe for India at least now that unlike many parts of the globe the fatal virus has neither massacre nor catastrophic recession. At this juncture needless to say, both public health and economic health of the country is in under proficient surveillance. The immediate priority of government, business houses and public administration is wellbeing of people during and following the crisis phase. The study highlights exclusively the panorama of India during the outbreak of COVID-19, influence on human resource as a gross. Furthermore, it proposes implications for corporate and government to revitalise manpower in a post pandemic time.

Keywords: pandemic, COVID-19, manpower, impact assessment, HR implication

Introduction

The WHO has declared the Wuhan originated novel Corona is a large family of virus that can cause illness from mere cold up to fierce disease like Middle East Respiratory Syndrome (MARS) and Severe Acute Respiratory Syndrome (SARS). WHO declares this is a global pandemic on 11th March 2020 which was late looking at the possibility of escalation pattern and magnitude of outbreak. Disease experts use the term 'pandemic' to describe when an epidemic has become rampant in multiple countries and continents simultaneously. While the world may evoke fear, it describes how widespread an outbreak can be, not its deadliness. In barely 100 days, the world has been invaded as the virus has not left any country its victim. Since this is highly transmittable and fatal the epidemiological curve has seen exponential acceleration in many parts of the globe. The virus loused up living, from the implosion in China, to tremors in Singapore and Korea, the Italian tragedy, the European contagion, the American wake-up and finally sealed India. The novel disease has no vaccine or proved treatment yet while this economic disruption sturdy enough to exuberate ostentatious peril for entire humanity. The attempt of Indian government immediately after WHO declaration was commended India being vigilant from the beginning of March has encouraged for self-quarantine, social distancing and proactive community measures. But this pandemic undoubtedly punch India at a worse time while financial year closure and already sluggish market throughout the session. The unprecedented 21 days nationwide lockdown and later extension till attest the intention of government that above all people matters over profit even a catastrophic economic shock country experience now and beyond. A huge proportion of our population without any recognised job and out of social security net living a dreadful phase has never before. It is a gigantic challenge to ensure the innocent people not dying of starvation while containing the spread of syndrome. At this juncture it's precedence of both the state and business at their capacity to address the torment of manpower of the country.

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Methodology

Since the outbreak is not yet see an ending hardly any comprehensive quantitative study on its socio economic impact are there. At the midst of crisis attention of scholars of economics and humanities started visualising the global impact and worked on it. At this high time the descriptive study is an attempt to address the present and potential challenges from manpower perspective due to COVID-19. The released excusive reports by ILO, WHO, World Bank and Govt of India are referred to source the information as the core of the study.

The descriptive work undertaken aiming foremost objectives-

To assess the impact of COVID-19 on entire workforce of Indian sectors

To highlights the risk and opportunities for HR professionals amid crisis

Prediction and Reality check

A report issued by the UNCTAD estimated a global loss of \$1 trillion and India could suffer up to \$348 million to be among 15 most affected economies after EU, Japan, USA, South Korea and China. While adverse impact of the pandemic stroke across the globe to almost all sectors consequential loss can reach up to \$ 3 trillion globally. The identification of a virus’s genetic sequence is critical to develop vaccine even therapeutic treatments for scientists and doctors. The globe as a whole gears for action plan judging over its speed and accuracy. In the early March Sashikant Das, RBI Governor states while larger companies are most vulnerable to govt imposed restriction, distorted global market and import crunch the large informal sector in India relatively insulated from global value chain for which anticipated to keep the country at least afloat better off than other economies. As contrary, Standard and Poor’s projection assumed India to be worse backed by the large portion of informal economy and reduced its growth from 5.7% to 5.2% for Mid-East and South Asia. China’s economy experienced a stab after many decades in this January backed by 13.5% contraction in manufacturing sector that warns similar conditions at the peak of epidemiological curve in India. The IMF announced it as

global recession worst situation since the Great Recession and watch of the whole world on the ostentatious lockdown in India. Indian economy is estimated to see at least a positive growth of 1.9% better than any G20 economies while the entire globe expected to loss \$ 9 trillion. The ILO latest assessment report figure out the pandemic direct and indirect affect on could increase almost 25 million of job loss globally, estimates 1.25 billion workers (38% of total global workforce) employed in hardest hit sectors that aggravate severe decline and workforce displacement risk. A preliminary assessment by People Matters, reported the same that 25 million jobs could gone worldwide, but an internationally coordinated timely action plan can help lessening the impact on global unemployment. World Bank predicts with regard to manpower for the pandemic are fall in basic wage so also income in short run and loss of human capital, distortion of labour market in long run. Many economists differ with the PM’s abrupt and stiff decision of 21 day nationwide lockdown with the recommendation of selective essential production could be operational as to condense the raised demand and supply gap in subsequent time. China had been stricter to enforce the rules and large scale surveillance system at aggressive pace while Italy, Spain and US seemed to be week in implementation of medical emergency (BBC, 2020 & Business Insider, 2020). Referring to the effective management of China, complete lock down was necessary looking at the global epidemic pattern and preparedness of the country. The truth now public health related containment measures taken by India employing all its resources approach to flattering the epidemiological curve is admiring but can only delay the severity.

The gross collision of the pandemic can visualise from the relationship among the key stakeholders of economy with reference to circular money flow diagram (Mankwi, 2010). In a circular economy there are interdependency and network of transaction among all agents or stakeholders of economy. Furthermore, international financial intermediaries and existing global order, global supply chain networks, flow of overseas investment are some of the major macro forces influence the operation of business, government, employees and household.

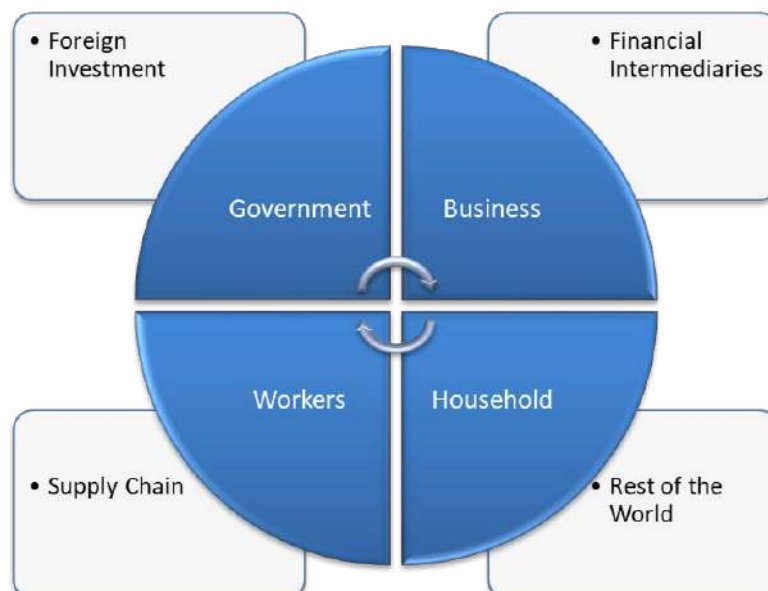


Fig 1

Literature Review

i) Frontline workforce is vulnerable during the pandemic

Health professionals and social workers globally around 136 million at the frontline while battling with the virus to save lives going through challenging phase in professional life. In addition to that, manufacturing, retail and wholesale trade, administrative activities, repairing and real estate are currently high impacted from sectoral perspective. ILO guides their personal safety, along with physical and mental condition should be a top priority for the administration. Since their occupational threats can't be avoided arrangement for appropriate hours of working, rest period and role distribution is very crucial amid this emergency. The attitude of their relatives and public at a large is also important to notice as they should not face discrimination and stigma due to public fear of toning. The support and faith from family, friends as well as providing counselling for post-traumatic stress management is very essential (Wiskow and Maren, 2019). There are professionals like armed and police personnel, virologist, retired health workers, and volunteers engaged for short term to tussle with this pandemic they should be ensured equal benefits and compensation. ILO reported that India is running short of health professionals i.e. 1:1800 doctor-population ratio (minimum standard 1:1000 globally). While other developed countries with standard healthcare amenities like Italy, Spain, Germany and France ironically couldn't bear the pressure of the fatal pandemic. At this time of social distancing preparatory from government to social partners, pillars should carry on discussion and cohesive action. While discharging their duties through this crisis paramedical staffs have tolerated many repulsive incidents even attacked by malicious people. There are scenes of hand to hand with the fury crowd during the lockdown as police personnel tussled a lot. The basic functionalities, accounting, order processing and application development etc (LI functions) have grudgingly been allowed to work from home while higher level like L2, L3 are now nearly bulked. There are security threats while working from the outstation beyond office using the confidential data with regard to ITES and KPOs. CEO of TCS reported that 85% of their client support work is planned to be served work from home while Accenture group also started shifting two third of its work in borderless remote model for nearly 4.3 million workers. As Murugesh Keshav, Chairman of NASSCOM interviewed to the Economics Times, By ensuring cyber security and configuring software for slower bandwidth desktops are now relocate to employees' home which is again mind boggling and painstaking logistic for companies. He predicts in a long term new model of outsourcing and virtual work will emerge. Other global giants are attempting Govt to convince these are essential services and allow the office as it is to run if required.

ii) Strategy to leverage manpower throughout the crisis

The China has experience of reinforced obeying the scientist and adherence to experts, guidelines by administration. The high risk management lesson from Zhejiang province by establishing AI enabled tracking and QR code to communities, monitoring the distribution of essentials through govt control arrangement, track implementation of measures down to ground level is certainly commended. Government should work in coordination with

establishment for availability of protective resources (PPE) at workplace and upholding the mental health of employees working in essential production sectors. The successful track record of BBMP founded War Room that run by many volunteers, professionals called them corona fighters engaged around the clock tracking the contact tracing, monitoring the hotspot using predictive analysis, real time algorithm etc has uphold the nerve in Bangalore. The Finance Minister aiming at the poor announced Rs 1,70,000 crore worth of scheme to ensure food and minimum money for their survival during the lockdown. The USA as well as Germany has proposed voluntary programme to identify individuals as certified recovered from COVID-19 and allow them to return to work at least of essential service argued by safety of people who have recovered unlikely to be infected with SARS COV again (Edlin, A. and Nesbitt, B., 2020). Adaptation of a country wide identical risk evaluation document is mandatory for all companies in France to minutely record and report the influence on business and their people (Patton Boggs, 2020). The epidemiological evolution and pattern of swelling has been studied by some researchers. There is no certain justification of what extent this disease will continue but virologists from their experience expects 12 to 18 months of existence of a pandemic.

iii) Challenges for prospective growth after the pandemic

It is often witnessed after such devastation that excess of labour enter in the unemployment pool causes the nominal wage self-adjust to clear the labour market in the long run where as in short run unemployment rise the supply shocks and shift of aggregate demand in the economy. Andy Grove, former CEO of Intel once said, bad companies are destroyed by crisis, good companies survived them and great companies are improved by them. While the consequence of COVID-19 is disastrous and evident still some veiled opportunities are here to pull through the circumstances. There are mostly untapped sector like safety and medicare entrepreneurial projects and products caught attention of Indian entrepreneurs. ILO views two immediate steps can mitigate the damage to the large workforce; first social dialogue bringing employee, employer other the associations together and secondly providing a tried and trusted foundation for policy response that focus on a sustainable and equitable recovery. The robust investment program of sustainability challenge is a necessity from now onwards to consider Green New Deal approach for slow but steady growth termed considering prosperity worldwide. This macroeconomic blow to the growing stiff capitalism in developing populated countries like China and India will compel the corporate and government to shift whole attention from wealth creation to productivity and inclusive welfare (Caseli 2006, and Gates, 2015). ILO directs that small and medium sized business without in-house staff and abundant welfare facilities should develop partnership with local bodies and emergency authorities of the state. WHO and World Bank are jointly trusted for a long term empathetic design thinking by the member states. Evidence based decision making comprising of deconstruction, imagination, testing and prototype can reinvent the business from a scratch like situation to thrive after COVID-19 (Ladd, T., 2020). Risks are supposed to be exceedingly visible but opportunity is there noticed by multidisciplinary holistic

approach and complex based solution. Understanding the milieu ILO has called for urgent, inclusive and coordinated measures across the three pillars to protect workers in the workplace, stimulate employment, and stabilise economy as a whole.

Impact on Manpower

The entire workforce in India is more than 400 million, every one's livelihood and standard of living influenced somehow or other by the COVID-19. The classification of manpower done in the study according to their occupation is for more apparent impact assessment of the pandemic.

(i) Plight of the migrant workers

The most helpless group are the thousands of migrant labourers without any pre relief measure and even stopped at interstate borders. The total number of internal migrant in the country is nearly 30 millions. Bihar has highest migrant workers followed by Uttar Pradesh, Madhya Pradesh, Rajasthan and West Bengal working mostly in states like Maharashtra, Delhi, Tamil Nadu, Karnataka, and Gujarat. As a result of soaring the pandemic losing their informal jobs, livelihood and fear of the virus compelled the migrant workers flee to their native place. The medical emergency amid lockdown halts the country and mobilisation of people by any mode of transportation force many to walk as long as thousands kms with their family and belonging. Thanks to the continual initiative from NGOs, like, MCKS foods providing 60000 cooked meals a day of 450 calories each in Delhi understanding that social distancing can be a luxury for the millions of deprived people, Youth Feed India program by SAFA to introduce sustainable livelihood for migrant urban poor in all metros, Goonj under the Rahat programme provide dry ration and personal care products to migrant labourers and NYDHEE supplying dry foods and community training for behavioural changes and awareness of the pandemic in Odisha and many more functioning in full swing. In such perilous movement 4 people in Maharashtra and 2 in Telengana reported who lost their lives. Numerous workers have taken to road despite efforts of administration to contain the exodus. MP has so far identified about 43,000 migrant workers in 347 locations, but the government is struggling to reach out to all in the absence of a database of such workers in the state. States like Karnataka and Kerla have done remarkable job with this regard to source the data of migrant workers and their whereabouts to reach out them. The deferred action by different state governments not accommodating action plan coerce those migrant workers live in precarious condition that is contagious at this stage. Moreover the potential threat of carrying the virus to their remote village without any health facility is predicament. It has been reported around 50,000 migrant workers have already crossed the Rajasthan border from Gujarat, most of them on foot while unknown like them is supposed to be on route to their homes in different parts of the country.

(ii) Enliven the Unorganised sector and livelihood of Informal workers

As per the Economic Survey 2017-2018, nearly 90% of the workforce of the country estimated to be in the informal sector even in some states it is around 93% to 95%. Additionally 87% of the firms are purely unorganised in the country, contributing 21% of total turnover, outside both the

tax and social security nets. Informal sector are many ways allied to the large enterprises and hit indirectly by the cut of sales, manufacturing, employment and procurement subsequently. At this crisis an income support 7500/month to be credited for the coming three months in the account of low income workers in which informal, rural workers and beneficiaries of MNAREGA are included. Aiming the unorganised sector cash transfer to around 43lakhs PM Shram Yogi Man Dhan subscribers and doubling the subsidy in LPG availed through direct transfer are agreeable decision. Ministry of labour announced a financial aid of 52000 crore utilising the cess fund for transfer to their bank account directly by which 3.5 lakhs unorganised construction workers who registered under Welfare Construction Board can be benefited. The livelihood of billions daily wagers who work in unrecognised job under precarious condition, struggle hard to afford twofold meals for them and the minimum requirement of their family are indeed devastated. Ironically the major concern is, unrecognised daily wage earners, like, rickshaw puller, hawker, scavengers, barber, cobbler, loader, maids, flower decorator and plenty staying away from their native place neither unionized nor having any proof i.e. mainly ration card to get benefited from government support. Additionally GOI announced a moratorium of three months in loan repayment for small proprietor, industrial units, transport operators, hotel. The amount of benefits declaration is neither adequate nor justified to meet the necessity of unorganised workers. The sanction of assistance like PM Garib Kalyan Yojna is only tweaking of some already existing scheme and not capable of regain the livelihood of most affected working class. There are nearly 6 crores of SHGs women small entrepreneurs both in rural and urban demographics and reported to be in anguish losing their livelihood and need to be considered by the government to liberate them from exorbitant compound interest rates. Indian transportation and logistics is mostly unorganised sector and labour intensive Since conventional trucking, loading, material handling, packing discontinued during the lockdown and subsequent effect from supplier to dockhand labourer undergo a massive struggle. The COVID-19 has the potential to push around 40 crores informal workers at least till the end of 2020. ILO also noted that high risk concern is there for drastic and devastating layoff, and downsizing at this economic shock to the entire unorganised sector. A trivial (less than 1%) budget allocation towards the pandemic has been criticized by some experts looking at other countries those planned for 4-6% to recover the distress.

(iii) Safeguard the Gig Workers

Since there is high hope and dependence on virtual workplace and work from home In the absence of unified payer of insurance or three pillar social protections scheme gig workers are subject to health and contingent issues (Alsoi, A. and Cherry, M.A. 2016). As the quarantine imposed Govt should come up associating the Gig platforms for hustle free work practices. In this context California Gig Economy Bill can be a reference point to provide Universal Basic Income and Decent work obligation for these workers. There are around 57 million freelancers In USA making up 35% of total working population who demanded hazard pay, medical claim and loss they suffered due to cancellation of events and went on call for strike. In India no evident

database of those workers who work for contingent, project and gig work arrangement, need attention of government as they are not covered by full-bodied legal measures yet. In UK, Chile and Australia they have been included in the regulatory and safety net by providing them mask, hand sanitizers sick pay and advice to contact free deliveries and other services. Travel, hiring and training are functional area which can be aside to ensure the timely payment of those staff. At the post pandemic phase amplifying contribution of online and on demand workers is inevitable for almost all service industries across globe. The gig work arrangement is presently posing at the threshold of obscure employment contract and underrated benefits and outside the legal safeguard to employees.

(iv) Comparative work scenario in manufacturing and service sector

Apart from agriculture India's present distribution of workforce nearly 31.9% in service sectors 24.89% followed by industrial sector. Manufacturing, logistics and other engineering activities struggle to continue operation as physical presence and movement of workers in the shop floor is almost impossible in this situation. The govt asked public and private establishment not to layoff even cut the pay during the unprecedented happenings. With this emergency breakdown manufacturing growth is supposed to witness a V or U shape depending upon the duration of quarantine and closure. Whereas service sector across the globe supposed to experience L shape curve, particularly human involved sectors like transportation, domestic services, entertainment, mass media, tourism etc. In the last two decades, with the growing contribution of tertiary sectors to GDP an increasing proportion of workforce relying on those sectors are slapped. Another point to notice here is the cost of energy and raw materials for manufacturing sector and sourcing of talented people for service sector are going to be determining to gain fresh competitive edge. The USA as well as Germany has proposed voluntary programme to identify individuals as certified recovered from COVID-19 and allow them to return to work at least of essential service argued by safety of people who have recovered unlikely to be infected with SARS-COV again.

Crucial Govt. Intervention timely

Thanks to the centralised action plan and systematic effort of union government, state administration and all local authorities, India stands in a manageable position relatively other developed nation. The data and pattern speaks transmission of the virus not reach up to community spread but not a sign of relief as the economy needs to run and people return to work as the threat should be minimised at the earliest. It's high time for government to improve our healthcare facilities as greatly promising and prepare for the post pandemic economic catastrophe.

(i) Action plan for the restoration

After the colossal stroke to economy principal role of government is to eliminate the uncertainties from market by regulating activities of financial bodies and intermediaries which is plausible to obtain affirmative sentiment of consumers and corporate. Government is on a two edge sword now one to keep much of the economy close, limit the spread of virus to minimum extent another is timely

federal measures to check the economic devastation. In Indian case, small scale industries and self-owned firms are the high priority for government to finance particularly working capital, boosting demand for their product and services, short term cash flows through grants, affordable loans and tax exemption protecting their social lives and employment. The taskforce founded by prime minister has rightly highlighted the vulnerability of the unrecognised sector that affected drastically due to the pandemic. The financial experts have opined the govt to bring both monetary and fiscal measures to curtail post pandemic inflationary pressure. The timely announced measure by RBI, i.e. provide flexibility to the exporters mainly software firms by extending the recovery period and promoting export contract. The struggling sectors like travel, tourism, hotel, manufacturing, aviation approach GST council to reduce GST rates. A SBI research reports recommend the govt to use the hiked excise revenue from oil for declaration of equitable package for unorganised sectors rather than exaggerate to bridge the fiscal gap. The notable economist Dr Raghuram Rajan recommended imperative measures for government should take like, prioritizing public expenditure, partnering with stakeholders to reach at the grass root for physical and mental survival of the needy strata of population, and favourable terms of loans to economically viable firms particularly SMEs etc as the country entered in to the crisis with a huge fiscal deficit. Looking at the spiking unemployment and worse pecuniary fall US President Trump has decided to run the economy again by Easter defying the Health experts' opinion as it would backfire. India adheres the WHO guidelines to combat the pandemic has prioritized its people over profit. Understanding the justification of the livelihood along with lives extension of lockdown is proposed starting alleviating certain restriction like transport, essential goods, agriculture and factories subject to standard health measures. All the districts of the country classified in to three zones, i.e. red, orange and green looking at the intensity of spread and containment. In the green zone where no case found yet opening of public transport, service sector firms, SSI, shifting migrant workers from the camps to their workplace by specific trains, cargo movement is allowed. Farmers, agriculture allied sector needs coordination of resources like fertilisers, seeds, technology and cold storage, accessible market and reasonable price. RBI in its second address after the pandemic outbreak announced 90 days of relaxation in resolution plan for NPA excluding the lockdown period, provided 50000 crores to the SIDBI, NABARD and National Housing Bank to meet their credit needs, new reserve repo rate 3.75%, bring down the LCR restriction of commercial banks from 100% to 80% and plan to provide 60% more funds to the state. Government and public administration need to work very aggressively to take a leap from this breakdown and already sluggish market trend. There is still hardship for government to deploy the rural seasonal, unorganised workers identifying the tasks which are under the range of an individual to purge social contact. Although some countries in the West planned to opt for immunity approval consent to individual for employment is a challenging chore for a federal state like India and with pitiable public health system.

(ii) Strategic Intervention for Indian Economy

The country wide production disruption, discontinue of

cross border supply chain have effected broadly three economic blow, viz, demand and supply shock, financial shock minimise the loss the bring stability at the earliest. Maintain a surplus liquidity position to meet the deep risk aversion caused due to demand shock especially in retail, NBFC and banking sectors. Government should plan for IBC and tax concession to aviation, hospitality, hotel, and tourism sector as they are awfully affected business during and even after the pandemic. In the unsustainable capital structure matter of corporate. The plight of India that dual trade and budget deficits faced by an emerging economy, constrained to print currencies unlike China, Japan, U.S. even EU countries can do. India's currency suffers devaluation in the recent past aggravates the problems of payback enough return on its debt to lure international buyers who can fund those deficits. Looking at the inefficiency of European countries with regard to court supervised bankruptcy procedure renegotiation even temporary nationalisation beyond the legislative procedure should be considered that has been successful following many global crises (Bernstein, 2019). Diversification of supply chain is in discussion now and practiced some part of China to cease supply shock driven recession at least for short term. Segal Stephanie sees there are structural changes in the new economy as the countries will try to place themselves relatively safe zone by minimising their outside dependence especially in manufacturing and supply chain as a reverse way of globalisation. Policy makers need to view differently to infrastructure jobs as earlier it has been assumed as construction and maintenance of resources. There are millions of jobs indeed run the economy looking at the maintenance of public utilities and development of more robust facilities. In the long term up skilling a broad range of potential workers, students is very crucial in the domain like crisis and community management, public health system, sustainability and welfare economics etc that can scale up employment and capacity building of the country at the emergency time.

Checklist for HR professionals

In this time of crisis employers particularly HR professionals should trust on their employees and support, communicate and facilitate them with all they need to deliver. HR needs to be consistent in its result and business orientation rather than firm enforcement of policy. Another challenging role of HR is not to redesign work forced by amid emergency moreover to induce the changing new practices as regular endorsement of employees (Janove, J.). As a true leader it is crucial for people managers to hold the spirit and confidence of manpower through continuous and convincing interaction even in virtual mode in such

predicament. Referring to Stockdale principles effective leaders in crisis deal with 3 gears; viz, facts (brutally honest about the situation), hope (offer a rational basis for optimism) and empathy (develop emotional understanding around).

Repositioning HR Functions

This is a high time for practitioners to see whether our compensation policy clarifies sufficiently on such healthcare emergency, whether the absenteeism can afford our break even capacity, whether our workforce agile enough to recover swiftly even from scratch and fundamentally rethink the corporate philosophies. Management should see it in the threshold of a changing a trouble-shooters for business and people champion for the employees. As many companies have been approaching for recruitment, on boarding and placement to be done online this situation will amplify their intention to shift the entire staffing function to a virtual mode. Additionally E-HRM and HR analytics and Evidence based HR plausible to get more focus of management after this breakthrough. The influence of traditional kind of trade unionism that was already fading will undergo acute pressure again to connect workers and win the mutual trust on a new-fangled mode of setting. Although productivity bargaining and individual employee relation is constructive sign of industrial relation but a scene of pro employer policy at workplace in a long run can't be avoided. Since, training and performance evaluation, compensation management has already technology oriented in many establishments if not all will impact moderately to HR as whole subject to the demographics of workforce, level of automation in HR department and nature of operation. The future period will drag the attention of HR professionals is towards both engagement of remote workers, ensure their productivity as well as customise the rewards to be equitable for contingent workers and employees in the regular payroll. Another key area operational HR start addressing; i.e. motivate the employees' for high performance to revive from operational slowdown and not craving for an immediate pay hike, benefits and perks at this resource crunch. The role of CHRO will be intensified to induce the C-suite board about the people dimension of business and optimise the budget for manpower after during and after this disaster. All the functions of HR influenced due to the pandemic; some significantly others relatively, some favourably some adversely. There are four key considerations, namely, cost, effectiveness, employee perspective, and sustainability aspect of the impact studied in the below table referring to approach of balance scorecard model.

Table 1: Impact on different HR Functions

Recruitment	Increased effectiveness because of biased free, time and cost efficient placement	Favourable (+)
Performance Evaluation	Authentic, frequent and fair evaluation with least human intervention	Favourable (+)
Training	Advanced method of learning and feedback but initially cost incurred for resource establishment	Moderate (+/-)
Restructuring, Job design	Cost and expertise for HR intervention for restructuring and compressed work days, flexi time	Moderate (+/-)
Industrial relation	Challenge of negotiation, conflict resolution and policy development for remote work arrangement	Adverse (-)
Compensation	Customised and equitable compensation and claim more for health uncertainty and safety	Adverse (-)
Leadership & Communication	Building block of multidimensional communication, empowerment for crisis, & Distributive leadership	Adverse (-)
Engagement & Maintain Culture	Hitches in aligning individual employees with corporate core vision, both resilience & engagement of a virtual workforce	Adverse (-)
International HR	Managing expatriation, repatriation, reviewing post pandemic development of new HR laws globally	Adverse (-)

A proposed model in the frame of SWOT analysis is portrayed to highlight the severe challenge and dormant opportunities exclusively for human resource both presently and in post pandemic era. There are 4 quarters each one designates risk and opportunity for present and future respectively. It is for the of HR professionals usage to understand the present people challenge and how to lead the way forward.

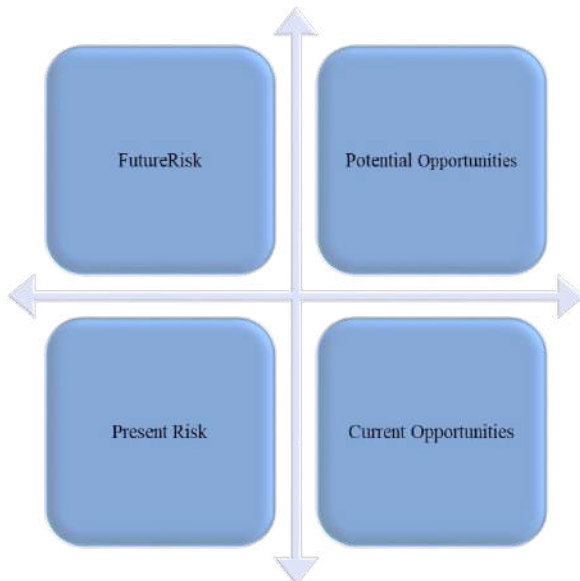


Fig 2

Present risk: This is the area encompasses all known and instantaneous threats of the pandemic on workforce. Livelihood of all the unorganised workers is periled due to the disease outbreak and lockdown. Due to the Shutdown of many large plants results ancillary units to halt their activities and earning of millions of workers is in trouble. Those service sector organisations relying on work from home HR has to ensure appropriate job description and true engagement of employees. Many establishments deal with product line and fixed position layout find it difficult to change the subfloor instantly apply innovative ergonomics for workflow. The existing organisational structure and span of control is difficult in where cross functional reporting and communication is inevitable at this time.

Present opportunities: Although many a ways business suffers there are some positive signs also amid this crisis. Production units are undergone where mass movement of people on the sub floors but service sectors like ITES and KPOs can see a superior scope with this arrangement where individual skill and professional calibre material. The work from home has designed remuneration to employees more like project and performance basis (based on the transaction and completion of assigned venture). Additionally it cuts some overheads cost on office maintenance and administration, in office recreation facilities for employees. The efficiency hopefully will increase focusing more on task and less scope of social loafing. Better work life balance and ensured

Future Risk: Many threats are hidden now and succeeding the pandemic as a spill over effect. Some cultural issues may rise like synergy, group dynamics, and mutual cohesion is difficult to ensure in a virtual workplace. The hiring,

training and development cost initially will go up because of hardly any backup plan and trained personnel. Growing demand from employees for the health insurance, workplace safety and preventive measures will induce management to incur particularly those who tend to evade earlier. The future work will add pressure on already IT infrastructure of the companies across globe and R&D cost.

Potential opportunities: The pandemic has been a reality check of the organisational ambidexterity and agility of workforce in a true sense. This is a time compelled management for strategic rethinking and fire testing of the business bottom-line. Development of people for inclusion of different functions is crucial whilst required level of self-sufficiency of units also to face such macro nudge. Although not all but technology advanced companies should sensibly think of virtual remote working forwards. JP Morgan Chase has asked 10% of its employees to work from home there by planning for office closure and leveraging R&D on technology and reducing carbon footprint. Amazon also in that path started remote work arrangement accessing the corporate VPN and service from any corner of the globe.

Discussion

- i) The growing self-employed workers in the platform economy can build a professional network of professional support for future uncertainties. Industry based social communities are great forum to build a network of alike professionals. The platforms with the instruction of government need to consider their permanent problems not fixing by short term and one off solution.
- ii) The GOI should form precise committee in charge of specific impact assessment of industries like travel, tourism, hospitality, public relation and those largely traumatized.
- iii) The best way to reach community is by the people themselves during such crisis responsibility sharing, mobile reporting, community learning of the epidemiological scenario and entrusting social partners is indeed productive to narrowing down the broad mission.
- iv) In India there are hardly any back up business model for small establishments although several corporate used to with such resurgence tool from time to time. It is very useful though not mandatory to implement Business Continuity/Contingency Plan irrespective of volume of business and magnitude of operation
- v) HR professionals has a new-fangled act to do, instead of bend people to work with enormous rules and shaky target bending work to them with the support of technology and modern mode of employee relation.

Scope & Limitation

This is a descriptive study based on the secondary data, view point of key authorities, reports from national and international bodies. The pragmatic view of the situation can be manifested studying the impact more comprehensively only after it ends. The study plausible of instant implication for HR practitioners as well as has worth for empirical study for researchers on post pandemic scenario of workplace and employees.

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