

PARADIGM SHIFT DUE TO PANDEMIC IN EMPLOYEE ENGAGEMENT

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Abstract:-

Worldwide COVID and pandemic affect on various sectors and segment. Some sectors and industries are totally changed due to pandemic and lockdown situation. Industries like education, constructions, tourism and unorganised sectors affect badly due to lockdown and COVID. Whereas paradigm shift observed in healthcare sector which create huge demand in the form of revenue and employment.

But various industries & sectors were faced difficulties in Employee engagement at their end during pandemic and lockdown period. Manufacturing industries suffer more in the same duration in Employee engagement. As per research it is found that only 17% of employees are engaged with their work in manufacturing industries.

In this research study researcher would like to analyze the contemporary issues in employee engagement practices in manufacturing industries of Nashik Districts. Also researcher tried to focus on key tools to improve employee engagement in manufacturing industries of Nashik districts.

Keywords- Employee Engagement, Pandemic, & COVID19

• Introduction

Success of any sector or industry is totally upon their workforce and personnel; one can increase the productivity & performance of business by giving motivation to employee. Indirectly employee is human capital of any organisation that can lead and sustain the business in any conditions. One should nourish & nurture these human capitals by providing them training, education, skills, healthy environment, intelligence and power which creates corporate values among them to be loyal and punctual towards their duties and responsibilities.

Employee engagement is affected by many factors which broadly categorised in emotional and rational factors both are based upon work experience and current work status. According to study conducted in 2003 by Perrin's Global Workforce employee engagement means "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis." Robinson et al. (2004) define employee engagement as "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the

organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.”

Few author said that employee engagement is closely related with employee satisfaction & Job satisfaction. No doubt job satisfaction can help in the employee engagement, but these two are different concepts. Fernandez (2007) shows the distinction between job satisfaction, the well-known construct in management, and engagement contending that employee satisfaction is not the same as employee engagement and since managers cannot rely on employee satisfaction to help retain the best and the brightest, employee engagement becomes a critical concept. In short employee engagement is about to employee’s commitments & willingness to engage self to work for organisation and team to create it more profitable than earlier.

As per the risk assessment report of World Health Organisation (WHO) COVID19 is extraordinarily virus and it is high risky communicable diseases which create serious illness worldwide. Millions of families suffer from COVID19 during the peak time of phase one and phase two. Some many lost their loving ones in pandemic, whereas some faced financial and emotional harassments.

- **Objective of Study-**

In this study researcher wants to identify current status of employee engagement in manufacturing districts. As pandemic affect on rational and emotional thinking of employee and employer so how this pandemic and lockdown affect on the practices of employee engagement.

- **Methodology & Data analysis**

Data collection was done through primary and secondary collection methods. Detailed questionnaire and schedules designed for employee and employer of selected manufacturing industries of Nashik Districts. Questionnaire was circulated through Google form. Secondary data was collected through various research study, research article and website.

- **Analysis & Discussion-**

- **Employee Engagement scenario during pandemic**

Employee engagement is important during tough time, as everyone in pandemic faced lots of issues and problem all of sudden arises due to lockdown and social distancing to maintain employee engaged is too difficult. Companies allowed worked from home but initially it was very tough to digest. Its hard to work online in manufacturing industries as its required physical production. In the difficult time company or organisation should take special efforts to enhance employee engagement as it crates special image in the mindset of employee and other stakeholders. Innovative leadership practices and effective communication helped a lot to enhance engagement of employees. Manufacturing companies of Nashik came up with innovative solution to connect with their employees in the pandemic era. They used e-platform zoom, webX, Google meet, Skype, Google classroom, MOOCs and virtual meet, training modules, webinars, simulations, e-conferences to engage their employees. Same platform were used to communication and delegation of work in the pandemic.

Training is one of the best employee engagement activities conducted in Nashik manufacturing companies. Special training sessions were organised for various levels of employee, to handle stress and insecurities during the lockdowns and pandemic. Along with this special sessions such as metal peace, yoga, wellbeing through meditations and how to take diet conducted by various organisations in addition to their domain training few companies arranged e-get to gather and cultural events where family member of employee accommodated and participated.

Companies also supported families of employee during the pandemic and COVID by providing them various emotional and physical helps. Few companies allowed special financial allowance whereas few organisations organized virtual counselling sessions, social interactions, online meditations and exercise etc.

Challenges in front of HRM for Employee engagement 2022 in front of HRM

1. Resources planning after pandemic
2. Rescheduling workloads as per pre pandemic.
3. Vaccination of all employees
4. Countering the psychological effect COVID on employees mind.
5. Increasing work speed of employees as per pre pandemic.
6. Providing secured and hygiene work environment after Pandemic situation.
7. Providing medical facility with consideration of COVID and its variants
8. Managing Medical leaves during COVID & pandemic to employees
9. Managing various overheads and costs during and after pandemic

• Conclusion-

Employee is core part of any organisation, they are the backbone of entire organisation. To be a successful in the ruthless competition Employee should be nourish and nurture in a systematic way. Employee can be motivated by adopting various engagement practices but it's too hard and difficult in tough time like pandemic and lockdown. To maintain employee's emotional and mental health during the pandemic is major issue to every organisation and company. Still to cope with the challenges companies and organisations engage their employee adopted innovative and creative practices. Companies conducted lots of efforts for employee engagement during the pandemic they used e-platform such as zoom, webx, Skype, training modules, e-conferences, webinars, e-workshops, sessions on yoga, mental health, metal peace, brainstorming session, online quizzes, virtual get together and cultural events. All of this shift the paradigm of employee engagement. Which ultimately boost the morale of employee and creates the self belief and faith on the organisational affairs, enhance the productivity and profitability .

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