Impact of Covid-19 on Employee Engagement and Culture

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Abstract:- **The Covid- 19 has terrifically affected the environment of the entire world. All the sectors of lives have seen drastic ups and downs. In the present situation of a pandemic, employee relation and engagement have become one of utmost importance in the organization as covid brings negativity in the life of an employee. The employee's productivity lies in his happiness. For the success of an organization, it's very essential that employees should be happy and satisfied. Employee engagement shows the passion and determination of an employee towards his job. But in COVID-19 employee engagement has affected and also impacts employee relations as there is no proper communication between employees and managers.**

The workplace has faced a unique challenge, namely, ensuring the safety and well-being of employees, both physically and mentally, as they are valuable assets. Employees face many challenges and solving this high standard demonstrates their leadership and decision-making skills in a new way. Leadership and the HR department play a key role in maintaining a positive attitude and promoting their team during the covid-19 period.

Keywords:- *Covid-19, Employee Engagement and Relation, Employee Satisfaction, Pandemic.*

I. INTRODUCTION

Employee involvement and satisfaction are vital to the overall performance of any organization. A happy employee can build appropriate relationships alongside their surroundings to enhance their productivity. The ongoing COVID-19 virus has changed the entire workplace. Each human resource inside the working scene endeavors to alter his/her needs with the necessities of the surroundings. Remote working has become very important for the employee to get tuned to this new situation (Prasad et al. [1]). Humans have to live in social isolation and emotional and social distancing due to the lockdown. Industries and companies are having to make money from Working from Home (WFH) with the help of various online virtual systems such as Hangout Meet, WebEx, Webinars, Zoom cloud, telegram, and many more. At this point in COVID-19, when there is no alternative. Wok & Hashim [3] The digital platform is getting used to facilitate several online services to the employee engagement programs that are generally a part of a human resource procedure intended to guarantee the quality utilization of people to achieve the undertaking of an enterprise firm. The expression 'employee engagement and relation' alludes to an enterprise to oversee connections among managers and employees. The challenge faced by the association in developing an employee engagement program that revolves around their employment and their reliability concerning the organization. Such tasks likewise plan to forestall and clear up issues arising from situations at paintings.

According to Emily Holbrook [2] the pandemic has led to the growth - or exacerbation of - intellectual health problems along with anxiety and depression. Employees who flee their rooms or workplaces at home spend extra hours, deal with more responsibilities, and deal with the burden in every often-unhealthy way. This can necessarily lead to a decrease in employee engagement, cheerfulness, and productivity - and, conversely, that of the employer as well.

Mental Health
Since last year, 2020, we have faced a new, ambiguous and complex scenario characterized by chronic risk, isolation, unemployment, and monetary instability. The pandemic has changed the way we all work. Employees have to switch remotely which brings a lot of change to their schedule and affects their mental health.

Financial concern
Covid-19 putting a lot of pressure on many elements of employee's lives and financial issues. They are worried about healthcare costs, daily expenses, and how the pandemic will impact their retirement.

Job insecurity
The pandemic leads people to think about their mortality, which will understandably make them more stressed and less engaged at work. Employees are concern about their job security. They are worried about the effect of coronavirus on their employment.
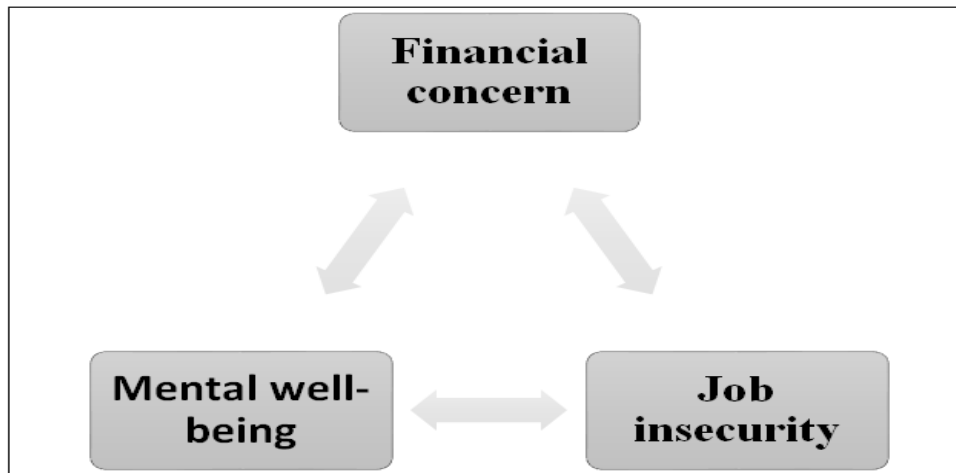
Fig 1.

Employee Involvement leads to higher productivity. It attempts to explain the positive linkage traditionally that giving people more involved in work decisions for raising employee's productivity. Employee Involvement practices such as participation in workplace decisions can improve productivity in at least three ways. Jirbin-Bida et al. [4] say Employees are the resources of an organization and the success or failure of a corporation that relies on employee performance. Employee performance includes the impact of operating or non-monetary financial gain i.e., it is fully connected to performance and efficiency additionally, employee performance could be an advance thought that may be plagued by a good vary of variables. Taneja et al. [5], has recommended how to engage employees in unsettled times. He suggested some tips on how to engage employees by telling them what the organization expects from the employee, Provide the proper equipment and information to perform their job, allowing them to do their best, letting them know that you care about them. COVID-19 pandemic induced large state world challenges across the whole world. This study, focusing on what are the factors that impact employee engagement and their relations? According to Shan & Tang [6], The growth of COVID-19 is an associated emotional challenge for several individuals, dynamic the way of life in ways in which have not been seen before. Employee satisfaction is most vital during a time of crisis. COVID-19 pandemic induced large state world challenges across the whole world. This study, focusing on what are the factors that impact employee engagement and their relations? Meenakshi & Neha [7] Fannah et al. [8], Pandemic has forced us all to stay at home nation imposed the lockdown around the world to avoid the impact of coronavirus. In such a scenario employee are asked to work from home which creates a communication gap between the employee and the employer, avoidance of clients, and face-to-face interaction which leads to poor productivity. Kniffin et al. [9], Research the work and community performance of the organization and its related areas to assess recent changes in work ethic and staffing. They also acknowledge and consider the unequal effects COVID-19 may have on employees based on individual characteristics, individual differences, and appropriate organizational procedures. Sakshi et al. [10], The covid-19 has impacted the mental health of the workers and to support the health of the worker's organization has adopted new technologies. It's the organization's responsibility to encourage and adopt new ways to motivate their employees and improves their well-being. Chanana [11] suggested developing new employee engagement practices to be implemented due to covid-19. Ancillo et al. [12], All over the world work was carried by online meetings tools such as zoom, skype. Organization directing employees to work from their home and it has been made successful by many online apps. Hasan [13] & Risley [14], explained the various ways the organization is implemented to serve employees in response to covid. Amway has planned many virtual engagement programs to learn new skills and it also offered to employee's medical claim plans that will cover the cost of covid-19 treatment. Macdonald, India has adopted digital training modules, quizzes, e-learning session and many other online platforms which employee can use from their homes. cai et al. [15], The online platform allows employees as it creates and develops new ways of working led by new digital opportunities; take advantage of these opportunities; and develops new methods and procedures with new, additional value propositions. Involvement is directly linked to everything that builds the attitude and behaviour of employees in the workplace.

Research Gap

The COVID-19 epidemic has made everyone's life worse. It has made business survival extremely difficult as the economy is declining day by day. People get very insecure about jobs. There is no suitable place to work with a spirit of cooperation, and leadership. Employees face negative working conditions and cling to low-paying wages. They strive to achieve goals either at a personal level or at a professional level. There is a need to understand the expectations of employees and their performance. The aspect of employee relations involves listening, influencing, communicating, problem-solving, counselling people when they are most threatened to maintain a healthy work ethic during this difficult time. People face challenges in many areas whether it be personal or professional positions, the employer should fix and advise and resolve their various issues and be sensitive when they need them most.

Research Objective
1. Emerging trend in working culture due to pandemic.
2. Study sociology and economic impacts.

The sole purpose of the research is to analyze the employee relations and engagement activities related to covid-19.

Hypothesis testing
Null Hypothesis (H0): There's no significant relationship between employee engagement and productivity.
Alternative Hypothesis (H1): There's a significant relationship between employee engagement and productivity.
Null Hypothesis (H0): There's no important issue that motivates employee-employer relations.
Alternative Hypothesis (H1): There's an important issue that motivates employee-employer relations.

II. RESEARCH METHODOLOGY

The purpose of the study is to understand the impact of covid-19 on employee relations and engagement practices. The study adopted a mixed approach Primary data was collected in the form of a survey. The Google form survey was conducted to contact the employees.

III. DATA ANALYSIS

This research aims to present an in-depth understanding of the impact of COVID -19 on the workplace during this difficult time. The data were collected in a quantitative and qualitative survey and in order to analyze that data we choose 3 different methods which are suitable as per our requirement.

- **ANOVA single Factor**

SUMMARY						
Groups	*Count*	*Sum*	*Average*	*Variance*		
Count 1	7	42	6	3		
Count 2	7	39	5.571429	2.285714		
Count 3	7	37	5.285714	2.571429		
Count 4	7	40	5.714286	1.904762		
ANOVA						
Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	1.857143	3	0.619048	0.253659	0.857947	3.008787
Within Groups	58.57143	24	2.440476			
Total	60.42857	27				

Table1.

The mean of four counts is equally based on the null hypothesis, as we can seein Table1. The group variance is roughly the same, the p-value is more than our significance level i.e., 0.05, we accept the null hypotheses.

- **F-Test two sample variation**

F-Test Two-Sample for Variances		
	count 1	*count 2*
Mean	6	5.714285714
Variance	2.666666667	2.571428571
Observations	7	7
df	6	6
F	1.037037037	
P(F<=f) one-tail	0.482958302	
F Critical one-tail	4.283865714	

Table 2.

Table2. represent that F-value<F critical value, we can accept the null hypothesis. The sample data support the hypothesis that the population variance is different.

Does the company care about your physical and mental wellbeing? If yes what are the measures taken by the organization?

Employers have to need to prioritize the employee's health both in terms of physical and mental wellbeing in the current scenario. Figure 2 is explained the state of physical and mental well-being taken care of by the company. Many companies took care of their wellbeing by preventative measures:

Providing online counseling sessions for mental health, relationship difficulties, financial issues.
Promoting mindfulness
Flexibility
Healthy food in the workplace
Promoting virtual fitness challenges among the team members.
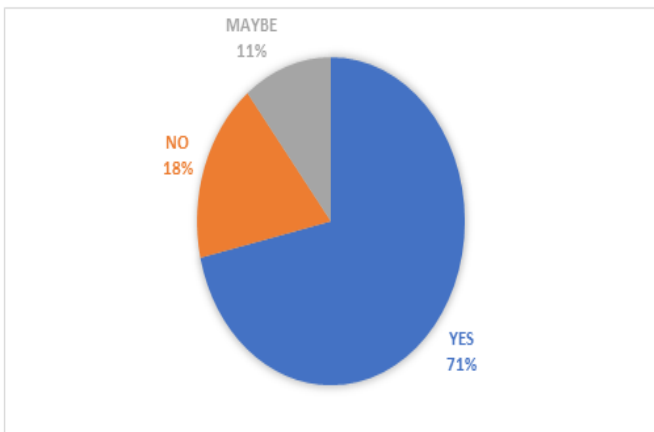Medical claim plan

Fig. 2

The biggest concern of employees right now – at home or work?

When we asked participants, they are worried that the virus could affect their families, what are their biggest concerns right now while working. 95% of respondents said their biggest concern right now is Work from Home (WFH) while 5% of respondents said that they are worried that remote work will impact their work-life balance.

Employees Feel connectivity to their team or not while working remotely?

In the current scenario, it's very important that employees feel connected to their team. The organization is adopting different ways to connect with its employees. When participants were asked to rate their connectivity with their team majority 64% 0f employees said they are strongly connected or connected to their team. But 20% provided a neutral response, and 16% said they do not feel connected to their team. (Fig 3)
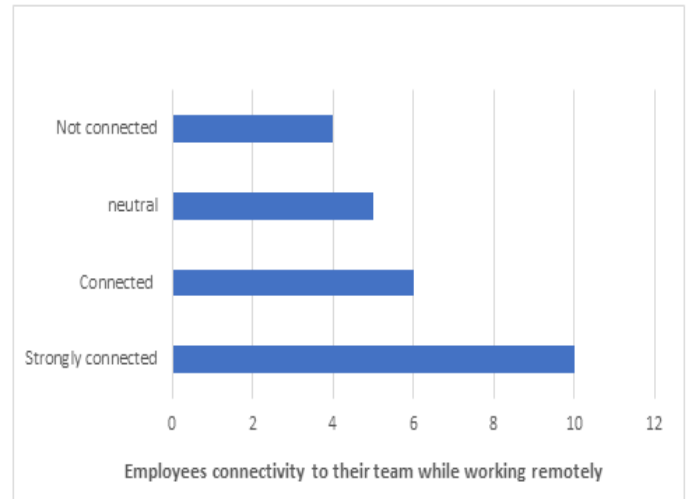

Fig 3.

New methods adopted by the organization to improve team productivity

It's the responsibility of the employer to ensure that their team remains efficient and productive. The Covid-19 has changed the world and an organization needs to adopt new ways to improve their productivity. During the survey, we ask the employees that if their organization is adopting new ways or not, and in responses, 84%e of organizations are adopting new ways. (Fig 4)
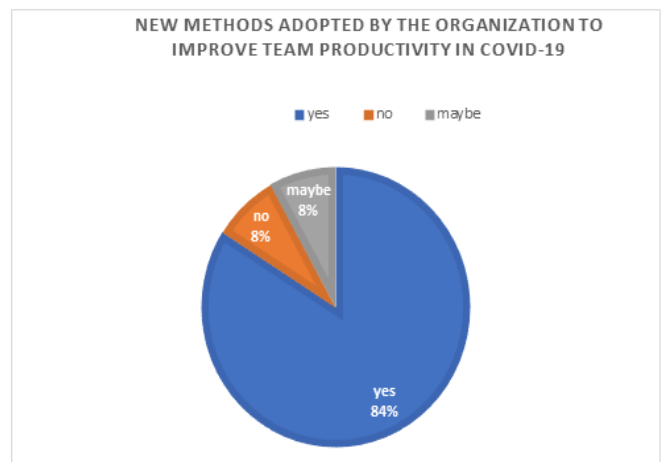

Fig 4.

To what extent organization have maintained adequate communication with all of its employees

According to Fig 5. When asked to the participants at what level the organization has made adequate communication 75% said that organization communicates them to a great extent, 15% on moderate, while 10% said there is no communication at all.
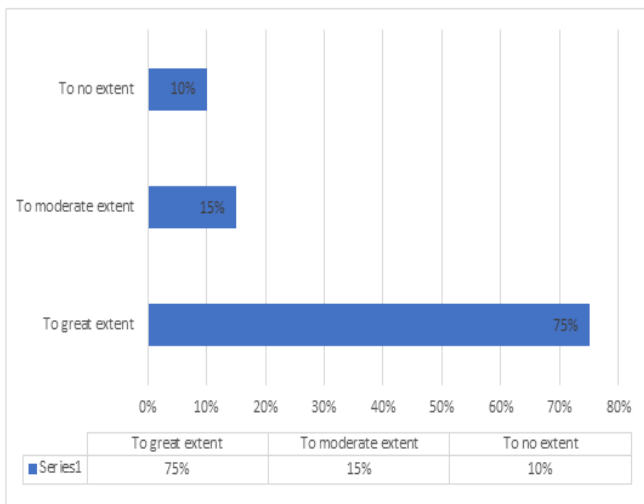
Fig 5.

What the organization has done to support the transition to remote work

The organization is supporting its employees in these difficult times by understanding their needs and situation. To support the transition of remote work organization has opted new ways to help and motivate their employees by providing flexible timing, e-learning sessions, facilities, tools and materials that required to do their job.

Any feedback related to remote work or any concern that the organization will help employees in these circumstances?

Based on respondent's employees need their peace of mind in these crucial times, and to help them organization need to motivate employee so that they give their best.

IV.   FINDING AND DISCUSSION

The main purpose of the analysis is to see employee relations and engagement. Supported the analysis of descriptive statistics has been conferred. Two hypotheses were developed to check the impact. The ANOVA Single-factor and F-Test 2 samples of variation to spot the mean and variance of many populations area unit equal. Major findings from the study area unit given below:

1.There's a significant relationship between employee Engagement and Productivity. So, the Null hypothesis is accepted as a result of all the canonical values area units on top of 0.05 important level ($p > 0.05$).

2. Different employees have different perceptions about employee involvement and Productivity because they consider all the factors from different perspectives.

3. Motivation and communication is that the handiest and economical think about worker Engagement and Productivity.

V.   CONCLUSION

Covid-19 has shaken the entire world. The framework of society and work has been changed. New world culture has emerged with a primary specialization in safeguarding from extremely infectious Coronavirus. In today's scenario employee engagement become very crucial because of the speedily dynamical nature, as employees experience job insecurity, financial concern, mental stress. Organizations know keeping employees engaged and motivated is key to success during this rough time. Organizations must look forward to keeping their employees satisfied and motivated through employee engagement practices. Many organizations nowadays adopting new technology and numerous ways of employee engagement practices to improve productivity and maintaining work cultures such as virtual team meetings, TED Talks, online webinars, recognization, and acknowledgment of employees, and many more so that employee feel motivated and devoted towards their organization in this scenario of COVID-19.

LIMITATION

Some possible limitation that research paper has:
1. Data consist only of full-time employees.
2. Data is collected in a limited timeline of research.
3. Some of the respondents haven't filled in descriptive questions due to which analysis may vary.

FUTURE SCOPE

- Pandemic has reset the work trends. Organization has to rethink the work culture and employee management performances.
- As employees are doing work from home which increases the competency level between employees as they need to collaborate digitally around the globe.

APPENDIX

Ques1. Do you think that the company's wellness policies and fitness initiatives are enough during this time?

Ques2. What protective measures taken by the organization in concern of your wellbeing

Ques3. What is your biggest concern right now – at home or at work?

Ques4. Does your company provide all the tools you required to do your job?

Ques5. Do you feel connected to your team when you work remotely?

Ques6. Do your organization welcome new methods of working and communicating to improve team productivity?

Ques7. Has your organization maintained adequate communication with all of its employees?

Ques8. What has the organization has done to support the transition to remote work?

Ques9. Do you have any other feedback that would improve our new Remote Work environment?

Ques10. Is there anything the organization can do in light of these circumstances that would be helpful to you?

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