

# COMPATIBILITY BETWEEN EMPLOYEE PERFORMANCE AND HR DEPARTMENT IN AUTOMOBILE COMPANIES

VRUSHALI PRAMOD PARKHI  
ASSISTANT PROFESSOR

OF  
S. S. MANIAR COLLEGE OF COMPUTER & MANAGEMENT  
NAGPUR

**DECLARATION:** I ASAN AUTHOR OF THIS PAPER / ARTICLE, HEREBY DECLARE THAT THE PAPER SUBMITTED BY ME FOR PUBLICATION IN THE JOURNAL IS COMPLETELY MY OWN GENUINE PAPER. IF ANY ISSUE REGARDING COPYRIGHT/PATENT/ OTHER REAL AUTHOR ARISES, THE PUBLISHER WILL NOT BE LEGALLY RESPONSIBLE. IF ANY OF SUCH MATTERS OCCUR PUBLISHER MAY REMOVE MY CONTENT FROM THE JOURNAL WEBSITE. FOR THE REASON OF CONTENT AMENDMENT/ OR ANY TECHNICAL ISSUE WITH NO VISIBILITY ON WEBSITE/UPDATES, I HAVE RESUBMITTED THIS PAPER FOR THE PUBLICATION. FOR ANYPUBLICATION MATTERS OR ANY INFORMATION INTENTIONALLY HIDDEN BY ME OR OTHERWISE, I SHALL BE LEGALLY RESPONSIBLE. (COMPLETE DECLARATION OF THE AUTHOR AT THE LAST PAGE OF THIS PAPER/ARTICLE

## ABSTRACT

**Research Objective:** To compare employee engagement practices during COVID 19 in automobile companies Ashok Leyland, Hyundai, Volvo, and Toyota. It focuses on the activities of HR professionals to engage and motivate employees. Since employees are working from home, employee engagement and relations have suffered to a great extent and it has become important for the companies to develop HR practices for greater employee satisfaction and productivity.

**Research Gap:** It is important to maintain harmony within the organization during such times.

**Research Methodology:** The data collected through respondents are analyzed through Binomial regression. **Findings:** Companies have suddenly adopted new means of working like work from home and e-management, which are new to them. COVID 19 forced HRprofessionals to innovate, the companies will try to retain employees. **Recommendations:** Several activities such as virtual-meetups, learning and development, online courses, online employee feedback, video lunch, and online family engagement activities are conducted. Such activities keep employees happy and lead to enhanced performance. Yet technology utilization and e-management will lead the future of HRM. Data security, payroll management will be a challenge for future-proofing HRM.

**Keywords:** HR practices in Automobile, HR in COVID 19, Employee engagement in Pandemic, Comparative study on HRM.

## Introduction

In a context that is constantly changing, associations need new systems to remain serious. In the modern day, HR training assumes a vital role in developing serious strength and enhancing performance. A few HR initiatives focus on including operational performance metrics or theoretical execution assumptions. In the middle of the COVID pandemic, HR departments during Coronavirus demonstrate that leading associations maintain a high level of HR. The rank-based

remuneration system is one of the primary attributes attributed to Toyota's HRM. The amount of remuneration increases with the job, and the organization regularly changes the creative workers' capacity level. The "wage depending on business evaluation" has been tolerated by TMC in order to upgrade the requirements for the position-based pay framework. However, the position-based pay framework continues to be a crucial part of Toyota's compensation plan. TMC's HRM has been developed in a way that is appropriate for the institutional circumstances, such as the openwork market in Europe. In Europe, the foreign plant's employee turnover rate is significantly higher than that of the nearby plant. The Toyota plant in the UK lacks hybridization workplace dynamics. The plant has failed to adequately address the U.K. practices, which differ from those of Japan in terms of determination, compensation structure, and work relations. (Datt, 2002) With over 66% of the local market, which includes both imported and Korean-made automobiles, Hyundai Engine Group maintains a limiting framework position. With full use of its own creation structure, HMC

because of opposing work relations, computerization and information rather than acquiring through creation workers' fitness. It is claimed that Japanese creation framework is a mastery that drives a collaborative relationship with mechanization (for instance robotization with a human touch). After the development of financial techniques, the privatization of State-run businesses is become a hotly contested topic for conversation in India. (1995; Venkata Ratnam). Recently, various projects including the train lines, power, ports, streets, scaffolds, and air terminal operations have begun to be privatized. (Datt and Sundharam, 1999; Budhwar, 2001). Practices in HR would be better preserved and aided in the State-had attempts (public district) than in the private region. Trade ties are now well-established in India when displayed in comparison to England.

The Indian automobile industry has produced for a very long time. There has been considerable interest in the entire case as a result of the increase in average residents' compensation. In any event, difficulties arise as things get better. The assurance of the business has been rocked in some way by the recent flurry of thing audits. The problems and annoyances related to the auto industry are also appraised by humans. To plan and manage events, vehicle projects require outstanding HR leaders. All delegation-related tasks, such as expert selection and decision-making, quality staffing, laborer accounts, the chiefs, and agent capacity headway preparation, are managed by the (HR) office. The car industry is on the cutting edge as the epidemic shattering old news and weakening the monetary point of view. The regions with the strongest creation organizations are undeniably those where important creation communities are located. Regular replacement designs provide operational reasonability in the wake of various calamities, such as advanced scenes, power outages, and other occurrences. They rarely take into account the extensive quarantines, prolonged school closures, and travel restrictions that are being implemented in nations all over the world to slow the spread of the contamination. Auto associations must be engaged and nimble in order to more swiftly evaluate this situation now that creation terminations are showing results. The organization of the car store may be positively impacted by COVID. A fundamental portion of global vehicle manufacture is handled by nations that have been vivaciously affected by the erupting, specifically China, Japan, and South Korea. China's Hubei region, where the pandemic first appeared, is one of the main auto-creation dwelling areas in the nation.

### **Future-proofing Human Resource Management**

Extreme changes have occurred in HR work in recent years, particularly in the way that

representatives work, learn, and communicate. The rate of development has been dramatically accelerated by initiatives that promote digitization. However, no one could have predicted that a single global event, the Coronavirus episode, would hasten one of the best workplace reforms in modern history. Digitalization is essential because it will enable firms to strengthen internal capabilities through collaborative work and profit-sharing tools for employees and increase operational productivity through agile business coherence strategies. The urgency to assist representatives working remotely so that the firm may continue to run is to blame for the acceleration giving employees an unmatched working experience in the middle of the chaos and vulnerability as effortlessly as may actually be imagined. It's critical to understand the advancements that will be made by this global pandemic, especially as businesses struggle to survive what is arguably the worst economic crisis in history. Modern developments like artificial intelligence, the Internet of Things (IoT), and robotization will spur these improvements and force enterprises to rethink their existing structures and regulations. Including new talent acquisition and workforce management strategies, maintaining uninterrupted workflow, harnessing the potential of virtual learning, putting a priority on social and wellbeing, tracking labor and engagement-related data with analytics Some of the processes are to maintain staff motivation, emphasize financial wellbeing, automate chores, and humanize operations.

### **Literature Review**

The Korean Production System is marketed as an expert labor-saving tool linked to a higher degree of computerization. The combination of adaptive creation innovation and resource-saving work organization best describes the Hyundai Production System. The HMC training program shows that the company doesn't care about giving its employees new skills. HMC has maintained a rank-based pay structure because the trade guild has fought against the acceptance of "wage dependent on occupation evaluation." The job has increased the income of creation laborers. Hyundai has made an effort to increase the foreign plant's mathematical adaptability through proactive executive efforts. In a short period of time, the exhibits of foreign plants have surpassed those of domestic plants. The best car plants in Europe may be located there. [1] The types of reconciliation between parent organizations and IJVs are publically unique, but these coordinated efforts don't actually reflect a certain public institutional orientation. Evaluation of 87 IJVs suggests that the board of an IJV has a significant degree of authoritative independence in the execution of an organization's mission-related information sources, paying little heed to the public foundation of the unknown partner. The existence of an organization's errand-related effects on HRM rehearsals assumes a crucial vital role, with the innovation, board improvement, and effective exploitation of an IJV's resources being the significant ascribes. In the execution of the organization's undertaking-related control of exercises, IJV the board has a significant level of authoritative and administrative self-governance, paying little heed to the public foundation of the unfamiliar accomplice. [2]

“The Indian associations are currently playing a more co-employable job and are less assailant. According to the 1991 statistics, the absolute labour force in India was 306.8 million (Budhwar, 2001). Out of this, more than 90% of the labour force is utilized in a chaotic area. Formal strategies and works relating to HRM are by and large missing in this area, which is for the most part outside the domain of enactment, the worker's organization development, and expert administration (Venkata Ratnam, 1996: 28). Large organizations tend to follow more formal and structured HR practices (Jackson et al., 1989). The major HRM rehearsals inspected in the examination fall into general classifications of enlistment, remuneration preparing, and improvement and representative

correspondence. [3] The main HRM practices studied were General climate, OCTAPACE culture (The eight dimensions of OCTAPACE culture are openness, confrontation, Trust, Authenticity, pro-action, autonomy, collaboration and experimentation which are essential for a strong and successful organization) Selection, job definition, career planning, training, performance appraisal, and compensation. On the off chance that the organizations don't zero in on its human resource management, the objectives remain unaccomplished as well as endures. In this way, associations should pay attention to their human asset, the executive's obligation regarding the upgrade of their representative's exhibition, and the achievement of their objectives. The investigation of HRM practices and its effect on organizational performance in the example study association recommends they face a number of difficulties to guarantee the expert and authoritative responsibility of authorities to offer quality types of assistance to the individuals. [4]

The term "strategic human resource management" refers to all of those activities that have an impact on how individuals behave as they work to identify and carry out the fundamental needs of the company. Strategic HRM refers to the general direction the organization wants to take in achieving its goals through people since it is concerned with the relationship between human resources, the board, and the administration in the company. Associations now view representatives as important "resources" or "speculations" due to the growing recognition of HR's power to exert influence. In the current information economy, which depends on the skills and knowledge of the labor force, this viewpoint has grown significantly. Due to the daily schedule, regulations, and capacity for responsiveness, HR job has evolved to be proactive and crucial nowadays. Ulrich and Lake's key human asset structure strategies are described in depth. Target implementing or maybe changing HR procedures to develop fundamental hierarchical skills that enable a company to achieve its goals. This approach provides clear tools and strategies to discern how a company might employ its human resource practices. The three key elements of this framework have been identified as the business system, authoritative capacities, and human asset practices. [5]

Employee engagement is influenced by talent management and managerial skills, and happy workers are essential to an organization's long-term growth, performance, and profitability. In MNCs and private businesses, a variety of talent management and managerial tools are employed to maintain employees' comparatively higher levels of physical, mental, and emotional engagement. In contrast to private IT organizations, employees at multinational corporations are observed to be very engaged. Highly engaged employees are indicated by high workforce planning, talent acquisition, talent deployment, and talent retention. Employee disengagement is caused by ineffective management skills such as a lack of initiative, innovation, strategic thinking, result orientation, planning and organization, and decision making. The right statistics are collected via talent management software and competence-based management technique. Surveys of employee engagement are also a good technique for determining levels of engagement. [6] There is a strong connection between HR practices in Konya and the industrial, electrical, automotive, and food industries. Mid-tier and first-tier management have smaller correlations than senior management, which has a very high correlation. Among all other factors, such as a target-meeting incentive, performance feedback, strategy communication, interaction opportunities, team activities, behavior and attitude, and manufacturing and human resource fit, training on the job was found to have the strongest correlation with organizational commitment. Time, money, location, and the manager's refusal to support the research all remained constraints on the project. [7] Cross-country comparison studies are difficult for researchers in HRM, and A cross-country research of the HRM system, policies, and practices of MNCs can be conducted to determine differences in HRM

practices in one or more countries.

micro and macro levels, research on self-expatriates and expatriates at the individual level in various nations, and international talent management systems [8]

Globalization and labor diversity paved the way for the development of South Korean and Indian IT firms. Additionally, hiring knowledge workers and the greatest possible people with extensive training, high levels of technical understanding, and long-term retention contributed to enhanced dedication to the firm. Giving employees incentives based on performance, awards based on earnings, and recognition for contributions all become motivating factors. Employees' organizational commitment is greatly influenced by their physical and social work environment. However, this just takes into account the following parts of it: (1) various levels of globalization; (2) talent development; (3) staff turnover difficulties; and (4) challenges in their various paths to globalization. Additional research should be conducted in areas such as team member performance management, organizational structure, work-life balance, online training, and mentorship, among others. Enrollment and selection, human resource planning, preparing for, and advancement [9] Tasks, Composed a group of operational duties, customary execution testing, development plans, and protocols, In a study to examine the impact of HR practices and innovation on small assembly firms with or without ISO accreditation, the board is one of the variables taken into consideration. In ISO certified businesses as opposed to those without certification, HR the board rehearsals, HR specialists, preparing and improvement, development plan technique, and assessment were given more weight. Composed of enrollment and determination Expected set of duties and human resource planning have emerged as the main human resource practices that both small manufacturing enterprises with and without ISO certification adopt. [10] Knowledge of talent management (TM) gained through theoretical and experimental investigation of TM characteristics and integration of gender orientation in ability progression in the German context. It is broken down under circumstances in which TM might be considered comprehensive with regard to gender, and we advise that comprehensive TM can be judged by the degree of gender propensity and the unfair danger in certain TM components. In light of this, sex consideration in TM can be viewed as high when recognized TM components, such as ability definition, hidden vocation direction, the content of the ability advancement programs, the TM approach, and specific parts of the ability choice cycle, are planned in a way that similarly supports all capable representatives to contribute fully and successfully to the association free of their gender and additionally gender cliché esteem direction. [11] Purpose, principles, process, people, and performance are the five P's, and they are the important components of every association. The major mission, vision, goals, and targets of the association are all included in the purpose, along with its systems, estimation, and input. Principles are the controlling ways of thinking, hypotheses, or mentalities regarding how an association should operate and do business based on its moral code and guiding principles. Processes are the modification of contributions to yields and the means through which representatives carry out their duties. People include partners, suppliers, clients, and others. The Performance entails the management and contribution of actions made in the direction of the hierarchical course of events. The method of dynamic for future bearing is execution input. Purpose, principles, process, people, and performance are all inextricably linked. Due to the pandemic and serious emerging problems becoming key issues in managing an association, HRM is undergoing enormous adjustments. Numerous firms may be compelled by the pandemic situation to create work methods that will enable them to continue operating while also enabling them to adapt to innovation as best as is conceivable. Both the executives and the use of innovation

determine the overall future of HRM job. The association will be put to the test, though, in terms of information security, finances, the board, and the executive line. [12]

Representative commitment, as defined by Shuck and Vollard (2010), is the worker's emotional, psychological, and behavioral state, with a focus on the desired authoritative outcome. A characteristic of the relationship between an association and its representatives is worker commitment. The success of the representative and association depends heavily on worker dedication. It forecasts employee performance, organizational achievement, and financial performance of the association. The analysis reveals that the organization should give its employees the chance to create an environment that supports a dedicated professional life that motivates them to do their best work. Any organization's greatest resource is its workforce. If people need more time to complete their task and enjoy their jobs, there may be a lack of commitment between the employees. [16] For representatives' experiences with P-E fit, or the degree to which their personal attributes and those of the environment coincide (Kristof, 1996). People are drawn to and selected by associations whose workplaces reflect similar qualities, societies, and job highlights as their own key convictions, qualities, and desires, according to the P-E fit hypothesis (Kristof-Brown and Guay, 2011). With these cycles in mind, representatives who join organizations where their P-E fit is enhanced typically flourish and experience higher levels of fulfillment, dedication, and overall profitability. The social and progressive assessments put in place to combat the current pandemic have increased the feelings of melancholy and social exclusion among workers. Although COVID-19's long-term effects are now unknown, there is little reason to believe that they will have a minimal impact on hierarchical daily life. [17]

During the pandemic lockdown, the eliminated working issues were seen by the prepared experts. The agents being squashed away revolve around their circumstances for around 7-8 hours, while telecommuting fuses colossal obstructions, for example, youth care, family unit errands, and henceforth, workers need to play out the administered assignments around evening time. HRM should assist the labor force with figuring everything out in space and plans for working distantly, thinking about the individual contracts or conditions to keep up the balance among fun and genuine stuff. However managing the web can be useful for affiliations, it's most essential weight is the nonattendance of socialization. The HR administrators don't have to screen intently the representatives' work exercises during distant functioning as they can perform assignments freely with an obligation. The labour force has expanded necessity to shield wellbeing, and workers' wellbeing and security are likewise definitive for organizations to make authoritative qualities and long haul brands. Consequently, considering representative's work- life balance during digitalization measures is critical.[23] After early on stock and gathering interferences, the business is right now experiencing an interesting shock with an uncertain recovery plan in light of shelter set up rules. With limited space to lessen fixed costs, some OEMs have low liquidity to control through a critical stretch of missing salaries. Reduces in market capitalization will presumably stimulate industry mix and without ensuring extra financing, a couple of players risk leaving the business. Changes in customer direct, for instance, remarkable movability tendencies and online shopping presumptions, may remain after the crisis. To deal with the interference, associations need to execute exercises on multiple courses of occasions specifically a snappy response to investigate the emerging condition with an accentuation on guaranteeing individuals. A reset of current business activities to conform to new money related genuine elements, a re-

energizing of essential plans to emerge more grounded after the crisis. [25] Points that employers across all jurisdictions will want to consider in connection with COVID-19. The best HR practices during COVID-19 are to Keep up-to-date with accurate information, know where your employees are and where they have been, provide a safe platform for employees to raise concerns, and communicate with your employees. [27]

## Research Methodology

The researcher conducted in-depth interviews with representatives from Ashok Leyland, Hyundai, Volvo, Daimler, and Toyota's human resources departments. For this study, the entire research process—from data collecting through data analysis—was meticulously adhered to. HR staff members were contacted using a straightforward random sample method, and each HR was interviewed personally via video conference and had the interview recorded. The HRs come from a variety of geographical areas, including southern Indian cities like Chennai and northern locations like Delhi. Each member of the HR team has at least 8 years' worth of HR experience in the automotive sector. All video recordings and interview transcripts underwent in-depth analysis, and recommendations and findings were made as a result. Using the questionnaire, the researchers conducted interviews with HR specialists. The study only includes businesses that are related to automobiles.

## Discussion

Different HR best practices are used by various associations to help firms achieve perfect execution. With shifting circumstances, firms' HR practices should also adapt and modify as necessary. In order to attract the greatest talent and keep them for a long time in the association, new innovative ideas are implemented. The right strategies must be outlined in order to ensure the association's success and seamless development. The main goal that HRM capabilities achieve is improved performance and decreased whittle down rates. Some of the key HRM functions include planning and advancing pay and benefits, board performance, administrative relations, and work relations.

1. **Job design and analysis** is the procedure through which you determine the duties and skill requirements of a job and the kind of person who should be hired for it. It involves job description and job specification. Job analysis can be done through typical questions in an interview, through questionnaires, observations, or Division of labour procedure.
2. **Employee hiring and selection:** Employee hiring and selection process includes conducting preliminary rounds of interview and contract of employment. There may be different kinds of selection process like Ability, personality and interest test etc.
3. **Employee training and development** is making the employee learn a particular skill which improves productivity and performance. It can help grow the talent already there to keep valuable company knowledge and tenure in house, reduce turnover, save on hiring costs, and maximizing profits.
4. **Compensation and benefits** is the monetary and non-monetary benefits given to an employee which might be based on performance which brings out the best out of the employee.
5. **Employee performance management** is aligning organizational objectives with

employee's skill, competency and developmental plans.

6. **Employee engagement and communication:** Through effective communication, employee engagement can be improved
7. **Health and safety regulations:** To ensure that the workplace is free from hazards which cause or are likely to cause injury or occupational disease to the employees
8. **Industrial and labour relations:** The term labour relations, also known as industrial relations, refers to the system in which employers, workers and their representatives and, directly or indirectly, the government interact to set the ground rules for the governance of work relationships.

On the basis of a discussion with Mr. Ram Prakash from Daimler, who is currently the General Manager - Logistics Planning and has worked there for more than a decade regarding the HR practices in the Automobile industry- it was found that some practices like the Payroll there was no change observed in the pre and post COVID times. However, on the same discussion, it was also observed that new recruits had drastically come down during the COVID time, however, it has started to gain pace with time once again. The recruitment process is now entirely an online process and Microsoft Teams has been used extensively for this purpose. With the digitalization of the entire process including onboarding, the process has become much more convenient and faster. With regards to the Training centres that Daimler has got, it was almost shut for the past one year, however, online training was still being provided as provided in pre COVID times. Some online resources and certification programs are shared with requisite teams and employees. It has been observed that if employees are trained on two categories of skills- Technical and Soft skills, the technical skills are comparatively easier to be learnt online in comparison to the soft skills, as it requires engagement and team building activities. However, all training that is provided to the employees is 100% sponsored by the company to provide them with continuous learning to keep employees up to date, and well acquainted with all new and required skills and techniques.

Talking about the reward system of the company, there are no such changes observed before and after COVID-19 among the employees and organizations. Other bonuses that were used to provide during Diwali is as usual provided to the employees. White- and Blue-collar employees were provided bonuses as usual. The only change that can be observed due to COVID is the Sodexo card that is now not provided to the employees after COVID 19. Major implementation added in the HRM practices is safety measures. There is an app which is implemented during June- July 2020 and it records temperature and gives an up-to-date report of employee health conditions.

Other several safety measures were taken into consideration.

- Only 50 per cent of employees were allowed to come to the office and carry out their work.
- Contactless gates were implemented
- A free mask was provided to all the staff.
- No. The number of doctors and nurses increased.
- Social distancing norms were effectively carried out.
- In canteens, no two people can sit with each other.
- Wet carpets (sanitized) were implemented.
- Taps in the washrooms were contactless.

- The COVID insurance policy was introduced.

We also asked HR professionals about the changes in the appraisal performance of an employee. It is seen as there is no such change in the appraisal system, it is the same calculation as a 360-degree feedback system. As well as it can be also seen as no functions were celebrated due to COVID 19 virtually which basically decreases employee engagement in the organization.

### **Managerial implications**

The research will be useful for future pandemics and any related situation as this paper discusses the adoption of change management and how this change management can effectively be practiced in such a situation. Change management takes reliable correspondence, from declaring a change to giving criticism all through the interaction. To help lighten pressure and tension about a change, it is significant for the HR work force to depict how changes will eventually effect or advantage staff individuals just as the organization in general. The more HR groups can get people to purchase into the change, the simpler the change cycle becomes.

### **Recommendations**

Several activities such as virtual-meetups, learning and development programs, online courses like MOOC courses, online employee feedback, video lunch, and online family engagement activities are conducted. Such activities keep employees happy and lead to enhanced performance. Yet technology utilization and e-management will lead the future of HRM. Data security, payroll management will be a challenge for future-proofing HRM.

### **Conclusion**

Amidst severe pandemic conditions, HRM practices can be seen highly affected in all automotive sectors. Most of the companies have suddenly adopted new means of working like work from home and e-management, where e-management (e-administration) refers to the so called “back-office” organizational systems. E-government activities inside this space manage improving administration from smoothing out inner cycles to cross-departmental progression of data. Both of the new HR rehearses are new to the representatives and the association.

### **References**

- [1] Hyung Je Jo, (2018). A Comparative Study of the HRM in Toyota and Hyundai.
- [2] Yanni Jan, (2003). A comparative study of human resource management practices in international joint ventures: the impact of national origin, 14(4), 487-510.
- [3] Pawan S. Budhwar, Naresh Khatri (2001). A comparative study of HR practices in Britain and India, 12(5), 800-826.
- [4] Rafia Gulzar (2018). A comparative study of Human Resource Management practices and its impact on organizational performance in Indian public sector banks, 8(1).
- [5] A. Shameem. (2009). A Comparative Study emerging trends in strategic human resource management in the different sub-sectors of IT Industry.
- [6] Seema Panicker. (2011). A comparative study between multinational and private IT industries: To understand the effect of Talent management and managerial competencies on employee engagement.
- [7] A.Aslan Sendogdu, Ayse Kocabacak, Sukru Guven. (2013). The relationship between human

resources management practices and organizational commitment.

- [8] Fang Lee Cooke, Alex Veen & Geoffrey Wood. (2017). What do we know about cross- country comparative studies in HRM? A critical review of literature in the period of 2000-2014, *The International Journal of Human Resource Management*, 28(1), 196-233.
- [9] Yonjoo Choa, Gary N. McLeanb. (2009). Leading Asian countries' HRD practices in the IT industry: a comparative study of South Korea and India, 12(3), 313–331.
- [10] Swamy D Renuka, Balaji A Venkateshwara (2006), *A Comparative Study of Human Resource Management Practices and Advanced Technology Adoption of SMEs with and without ISO Certification*.
- [11] Marion Festing, Angela Kornau, Lynn Schaffer. (2015). Think talent – think male? A comparative case study analysis of gender inclusion in talent management practices in the German media industry, 26(6), 707–732.
- [12] Mrityika Shil, et. al. (2020). Global Transition of HR practices in COVID 19 Pandemic Situation: A systematic review through 5P's model of HRM, 9(6).
- [13] Joel B.Carneva, Isabella Hatak. (2020). Employee Adjustment and Well-Being in the Era of COVID-19: Implications for Human Resource Management.
- [14] Ashley Whillans. (2020). COVID-19 and the Workplace: Implications, Issues, and Insights for Future Research and Action.
- [15] Wassim Al Mala. (2020). How COVID-19 Changes the HRM Practices (Adapting One HR Strategy May Not Fit to All).
- [16] Tanveer Ahmeda, et. al. (2020). Impact of employees engagement and knowledge sharing on organizational performance: Study of HR challenges in COVID-19 pandemic.
- [17] Joel B. Carnevale, Isabella Hatak. (2020). Employee Adjustment and Well-Being in the Era of COVID-19: Implications for Human Resource Management.
- [18] H.H.D.N.P. Opatha. (2020). The Coronavirus and The Employees: A Study from the Point of Human Resource Management, 10(1).
- [19] Divya Bajpai. (2020). The Study of HR Practices in SMEs during the buffeted COVID 19 times in India, 9 (9).
- [20] SHRM report on COVID-19 Results. Teleworking realities and challenges.
- [21] Deloitte report on COVID-19 practical workforce strategies that put your people first.
- [22] KPMG Cutting through crisis, (2020), KPMG in India's COVID-19 policies survey report.
- [23] Iza Gigauri. (2020). Effects of COVID-19 on Human Resource Management from the Perspective of Digitalization and Work-life-balance,
- [24] Mckinsey. (2020). Artificial intelligence, The next digital frontier?. McKinsey Global Institute.
- [25] Accenture, (2020) Impact on the automobile industry: Navigating the Human and Business impact of COVID- 19.
- [26] Sigma creating change altogether, Human resource management in the context of coronavirus (COVID-19).
- [27] Mayer Brown, Managing HR though COVID-19, Guide on MNC companies.
- [28] Aarhus University, (2020) Human resource management practices in times of COVID-19 Pandemic.
- [29] A. Vijayalakshmi, K. Kumar, (2019), A study on effectiveness of training and development in Ashok Leyland Limited, 6 (6).
- [30] Shubham Rajendra Chintalwar, Anurag Kumar Keshri. (2020). A Statistical Impact Analysis of Human Resource Management Practices on Employee performance Post COVID 19,7 (10).

- [32] International Labour Organization. (2020). An employer's guide on working from home in response to the outbreak of COVID-19.
- [33] World Economic Forum. (2020). Resetting the future of work agenda: Disruption and renewal in a post- COVID world.
- [34] UNDP, Human development Perspectives. (2020). COVID and human development, assessing the crisis, Envisioning the recovery.
- [35] Dr. Ramar Veluchamy, (2021). A Study on Work Life Integration of GIG Workers, An Anthology of Multi-functional perspectives in Business and Management Research, 1, 23-32.
- [36] Dr. Ramar Veluchamy, (2021). Impact of Emotional Intelligence and Work-Life Integration on Job Stress, An Anthology of Multi-functional perspectives in Business and Management Research, 1, 225-234. June 2021.
- [37] Prachi Agarwal, Dr. Ramar Veluchamy, (2021). Awareness of Salaried Employees towards Investment Portfolios", Business Research and Innovation, Excel Publications, 1, 451-460.
- [38] Purbayan Paul, Dr. Ramar Veluchamy, (2021). Factors of Consumer's Choice on Online Cab Booking, Anthology of Multi-functional perspectives in Business and Management Research, Eureka Publications, 2, 229-239.
- [39] Aishwarya Gokhale, Abinash Mishra, Dr. Ramar Veluchamy, (2021), Factors Influencing Purchase Decision and Consumer Behavior in Luxury Cars, Dogo Rangsang Research Journal, 11 (7).
- [40] Reema K Sans, Parvathy Rajagopal, Dr. Ramar Veluchamy, (2021), Impact of YouTube Tech Influencers on the Consumer Buying Behavior of Electronic Gadgets, Sambodhi, 44, 01(XIII), 173-180.
- [41] Rutika Gawande, Saloni Keshwani Dr. Ramar Veluchamy, (2021), Factors determining choice of newspapers a reader buy, Sambodhi, 44, 01(XIII), 181-186.
- [42] Dr Ramar Veluchamy, Archana Srikumar, Arya MK, (2021), Green Human Resource Management Practices for Environment-Friendly Organizations: Future-Proofing Human Resource Management, Journal of Chengdu University of Technology, 26 (8).
- [43] Dr. Ramar Veluchamy, Shreya Mitra, Surbhi Sanvi, (2021), Analysis of HR Professionals' Readiness towards shifting Agile Workforce and Technology: Future Proofing Human Resource Management.
- [44] Dr. Ramar Veluchamy, Abinaya R A, Aditi Maitra, (2021), Harnessing Analytics for Future Proofing Human Resource Management, Journal of Chengdu University of Technology, 26(8).
- [45] Dr. Ramar Veluchamy, Avinav Kumar, Badal Dey (2021) Feasibility Study on Implementing HR Practices for Migrant Workers during Pandemics: Future- Proofing Human Resource Management. *Journal of Critical Reviews*, 8 (3), 137-148.
- [46] Maheshwari, S. and Vohra, V. (2015), Identifying critical HR practices impacting employee perception and commitment during organizational change, *Journal of Organizational Change Management*, 28(5), 872-894.
- [47] Rune Todnem, (2005), Organisational change management: A critical review, *Journal of Change Management*, 5(4), 369-380.

---

### **Author's Declaration**

I as an author of the above research paper/article, hereby, declare that the content of this paper is prepared by me and if any person having copyright issue or patent or anything otherwise related to the content, I shall always be legally responsible for any issue. For the reason of invisibility of my research paper on the website/amendments /updates, I have resubmitted my paper for publication on the same date. If any data or information given by me is not correct I shall always be legally responsible. With my whole responsibility legally and formally I have intimated the publisher (Publisher) that my paper has been checked by my guide (if any) or expert to make it sure that paper is technically right and there is no unaccepted plagiarism and the entire content is genuinely mine. If any issue arise related to Plagiarism / Guide Name / Educational Qualification / Designation/Address of my university/college/institution/ Structure or Formatting/ Resubmission / Submission / Copyright / Patent/ Submission for any higher degree or Job/ Primary Data/ Secondary Data Issues, I will be solely/entirely responsible for any legal issues. I have been informed that the most of the data from the website is invisible or shuffled or vanished from the data base due to some technical fault or hacking and therefore the process of resubmission is there for the scholars/students who finds trouble in getting their paper on the website. At the time of resubmission of my paper I take all the legal and formal responsibilities, If I hide or do not submit the copy of my original documents (Aadhar/Driving License/Any Identity Proof and Address Proof and Photo) in spite of demand from the publisher then my paper may be rejected or removed from the website anytime and may not be consider for verification. I accept the fact that as the content of this paper and the resubmission legal responsibilities and reasons are only mine then the Publisher (Airo International Journal/Airo National Research Journal) is never responsible. I also declare that if publisher finds any complication or error or anything hidden or implemented otherwise, my paper may be removed from the website or the watermark of remark/actuality may be mentioned on my paper. Even if anything is found illegal publisher may also take legal action against me

**VRUSHALI PRAMOD PARKHI**

\*\*\*\*\*