

COMPARATIVE STUDY ON HR PRACTICES IN AUTOMOTIVE COMPANIES DURING COVID-19

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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 HR professionals 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

Associations need new systems to stay serious in a consistently evolving climate. In this day and age, HR rehearses assume a significant part in acquiring serious strength and improving execution. A few HR works on including operational execution measures or theoretical execution estimates assume a part. HR departments during Coronavirus show that top associations keep up for HR is high in the midst of the COVID pandemic. One of the primaries ascribed to the HRM of Toyota is the rank-based compensation system. The degree of pay ascends with the position and the capacity level of the creative workers is consistently overhauled in the association. TMC has been tolerating the "wage dependent on business evaluation" to add a section of dispute upgrading the prerequisites of the position-based pay framework. Regardless, the position-based pay framework stays as an essential portion of Toyota's compensation structure. TMC has built up its HRM reasonably for the institutional conditions, for example, the openwork market of Europe. The turnover speed of the labour force in the abroad plant in Europe is fundamentally higher than that of the nearby plant. Toyota's U.K. plant lacks hybridized work relationships. The plant had neglected to feasibly deal with the U.K's. practices, for example, determination, pay structure, work relations that are not comparable to those of Japan. (Datt, 2002) Hyundai Engine gathering keeps a limiting framework position, having around 66% of the local market which joins imported vehicles similarly as vehicles made in Korea. HMC has developed its own creation structure with full use

of computerization and information rather than acquiring by creation workers' fitness, because of opposing work relations. Japanese Creation Framework is portrayed as mastery propelling a work relationship with mechanization (for instance robotization with a human touch). In India, after the advancement of financial strategies, the privatization of State endeavors is turning into a hotly debated issue for banter. (Venkata Ratnam, 1995). As of late, the privatization of various ventures like the rail lines, power, ports, streets, scaffolds, and air terminal activities has been started. (Budhwar, 2001; Datt and Sundharam, 1999). HR rehearses in the State-had attempts (public district) would be more maintained and facilitated than experiences in the private region. Trade affiliations are now solid in India when shown contrastingly according to England.

Indian Vehicle Industry has created far in excess of the years. With the climb in the compensation of general inhabitants, there has been strong interest in the whole case. In any case, with improvement, there come challenges. The new spate of thing audits has shaken the assurance of the business somewhere or the other. The issues and inconveniences identified with the Auto business have a human estimation also. Vehicle undertakings need amazing HR heads to create and care for gatherings. The (HR) office manages all delegate-related activities like specialist selection and decision, Quality staffing, laborer account, the chiefs, and agent capacity headway getting ready. As the pandemic bombshells old news and throws the monetary point of view into weakness, the auto business is at the cutting edge. Indisputably the most compelling regions are critical creation communities and home to enter participates in the region's overall creation organization. Regular substitute blueprints help enable operational reasonability following events like calamitous occasions, advanced scenes, and power outages, among others. They don't generally consider the vast detaches, extended school terminations, and travel limits that are being started in countries around the world to help stem the spread of the contamination. With creation terminations delivering results, auto associations need to remain drawn in and deft to all the more promptly investigate this crisis. COVID's impact on the vehicle store organization may be liberal. Countries that have been vivaciously influenced by the erupting, explicitly, China, Japan, and South Korea, address a basic bit of overall vehicle manufacturing. China's Hubei area, the pandemic's point of convergence, is one of the country's key auto-creation living spaces.

The more significant organization, the more critical the impact of the scene is most likely going to be. Automakers with overall stock ties are most likely going to see level 2 and especially level 3 suppliers by and large affected by pandemic-related interferences. While many significant auto extraordinary stuff producers (OEMs) have second, online detectable quality into high-level suppliers, the test is created at lower levels. The quick elevating of the Coronavirus scene occurred with continue to go a long time of the essential quarter. For relationships in hard-hit regions, for example, Italy, France, and Spain, that has prompted operational impedances that conceded their capacity to settle spending diagrams. Also, some auto affiliations are persistently worried about the likelihood that the money-related effect of the pandemic may cause setting off occasions for generosity and obviously ceaseless resource impediments, the recoverability of receivables, remaking works out, or possibly liquidity issues. To fuel the condition, key record staff might be straightforwardly affected by the pollution or compelled to move their spotlight to coordinate its effect on the business. Lessened efficiency of the money social affair could cause the essential uptick in the volume of work to move past in the coming weeks really overwhelming. Major worldwide vehicle OEMs and suppliers should carefully consider their

cash, liquidity, and working capital methods considering the scene's impact on the world economy and credit markets. The overall pandemic achieved by the novel Coronavirus comes when both the Indian economy and the vehicle business were anticipating a recovery. While the GDP advancement gauges were north of 5.5%, COVID may achieve a negative impact of 1-2% on the typical improvement rates. The incomparable degree of impact depends upon the range of advancing lockdown and the impact brought about by this pandemic.

The start of COVID in India will conversely influence the vehicle business. It is evaluated that there will be an overall pay impact of at any rate \$1.5 - 2.0 bn every month across the business. Even after we open up, a further diminishing in explorer vehicle demand is typical with discretionary spending accepting a lower need. This will be joined with changes to BS-VI norms that will grow the expense of ownership. Residence region and bicycle solicitation could see a dive anyway expected to skirt back in the U style. Business vehicles are depended upon to show some adaptability, yet this is reliant upon the public authority continuing to place assets into tremendous structure projects and the liquidity available within the transportation zone.

As the current lockdown moves toward its end and associations expect to reestablish undertakings, it will sufficiently be a fortnight of wanting to commence business exercises. This would be across parts of delegate responsibility, cash, and liquidity the chiefs, bargains, and displaying reclamation and operational movement. Clearly, as the business will fight to recuperate monetarily, express assistance can offer a shock. There has as of now been some assistance with BS-IV stock liquidation through the Hon'ble High Court. Extension of prohibition on head and interest portion will give further assistance. Additional assistance will be relied upon to surrender plans for recording returns like GST return, TDS portions, EPF stores. Further, widen credit on Friendly Government helps Cheat and treats it as CSR costs on the treatment of delegates for COVID. License transient overdraft and premium guide to regulate working capital essentials; Enable the financial region to give channel financing to business/association. Offer confined period waiver on demurrage on ports, rail course stations, etc for stuck/in-transit materials and assurance need task of rail course, collaborations establishment to unclog stock organization. The Indian vehicle industry has recently seen an irksome two or three quarters and this pandemic drove lockdown couldn't have been even more inadequately organized. Regardless, a masterminded and purposeful response, both brisk and medium to long stretch will ensure a Rakish shape recovery. As essential as industry movement will be the assistance needed from the government and regulators to catalyze this reclamation. Taking everything into account, the current situation is a call for action by the entire posse on these furious events.

Future-proofing Human Resource Management

Over the recent years, HR work has encountered extreme changes, especially in the manner in which representatives work, learn, and convey. The speed of progress has been dramatic, with ventures pushing for digitalization. Nonetheless, nobody would have envisioned that a solitary worldwide occasion, the Coronavirus episode, would quicken one of the best working environment changes of our occasions. Digitalization is critical, as it will help organizations empower their inside capacities with joint effort and profitability instruments for workers and improve operational productivity with light-footed business coherence plans. The quickening can be attributed to the desperation to help representatives working distantly so the business can run

as easily as could really be expected and give an unrivalled worker experience in the midst of the frenzy and vulnerability. With organizations attempting to get by notwithstanding, what is likely, probably the harshest downturn to date, it's crucial to comprehend the progressions that will be achieved by this worldwide pandemic. These progressions will be encouraged by more up-to-date advancements, for example, Man-made reasoning (artificial intelligence), Web of Things (IoT), and robotization, and power organizations to reevaluate their current designs and rules. Incorporating policy changes for the next normal, ensuring uninterrupted workflow, utilizing the power of virtual learning, focusing on social and wellbeing, developing new talent acquisition and workforce management practices, Using analytics to track workforce and engagement-related data, Keep employees motivated, Emphasize financial wellness, Automate tasks, humanize processes are some of the processes.

Literature Review

Korean Production System is portrayed as an expertise saving work associated with a more serious level of computerization. Hyundai Production System is described by the blend of adaptable creation innovation and ability saving work organization. The instruction program of HMC demonstrates that the organization isn't keen on creating aptitudes for its representatives. HMC has kept a pay framework dependent on rank in light of the fact that the trade guild has battled against the reception of "wage dependent on occupation assessment." The pay of creation labourers has expanded by the position. Hyundai has attempted to build the mathematical adaptability of the abroad plant with the preemptive work of the executives. The exhibitions of the abroad plant have just overwhelmed those of the homegrown plant inside the brief period. It got quite possibly the best car plants in Europe.[1] Public uniqueness characterizes the sorts of reconciliation between parent organizations and IJVs, yet these coordinated efforts don't really mirror a particular public institutional inclination. Assessment of 87 IJVs proposes that IJV the board has a serious level of authoritative independence in the execution of an organization's errand-related sources of info paying little mind to the public foundation of the unfamiliar accomplice. The presence of an organization's errand-related impacts on HRM rehearsals assumes a critical relevant job where the significant ascribes are the innovation, board improvement, and the viable utilization of an IJV's assets. IJV the board has a serious level of authoritative and administrative self-governance in the execution of the organization's undertaking related control of exercises paying little mind 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]

Strategic human resource management is defined as every one of those exercises influencing the conduct of people in their endeavours to detail and execute the essential requirements of the business. Since strategic HRM is worried about the connection between human assets, the board and vital administration in the firm it alludes to the general heading the association wishes to seek in accomplishing its goals through individuals. With the expanding acknowledgement of the capability of HR in giving upper hand, associations have started to think about representatives as significant 'resources' or 'speculations'. This view has gotten huger in the present information economy that relies upon the expertise and information on the labor force. Consequently from a daily schedule, regulatory and responsive capacity, the HR work today has developed to being proactive and key. The essential human asset structure approaches detailed by Ulrich and Lake Target utilizing or potentially adjusting HR practices to fabricate basic hierarchical abilities that empower an association to accomplish its objectives. This system offers explicit instruments and ways to distinguish how a firm can use its human asset rehearses. The business system, authoritative capacities and human asset rehearses have been given as the three significant components in this structure. [5]

Talent management and managerial competencies affect engagement level and engaged employees are key to the long-term profitability, good performance, and success of an organization. Many talent management and managerial tools are used in MNC's and private companies which keep employees relatively more engaged physically, cognitively, and emotionally. However, employees are found to be highly engaged in Multinational companies in comparison to Private IT companies. High workforce planning, talent acquisition, talent deployment, talent retention shows highly engaged employees. Inefficient management competency like lack of initiation, innovation, strategic thinking, result orientation, planning and organizing, and decision making makes employees disengaged. Talent management software and competence-based management methodology capture appropriate statistics. Also, employee engagement surveys are a useful tool to find engagement levels. [6] In the machinery, electrical, automotive and food industry there exists a high degree of relation with HR practices in Konya. Where senior management has a very high correlation, mid-tier and first-tier management have lower levels of correlation. Training on job skills among all other parameters like an incentive to meet targets, feedback on performance, communication of strategy, facility for interaction, activities among teams, behaviour and attitude, and manufacturing and human resources fit were found to have the highest relationship affecting organizational commitment. However, time, budget, geographical location, manager's unwillingness to support research, remained a limitation in the study. [7] Cross country comparative studies are a challenge for HRM researchers and Comparative study may be done to find out differences in HRM practices in MNC in one or more countries, or cross country study of HRM system, policies and practices at

micro and macro levels, study of self-expatriate and expatriate in different countries in individual levels, and global talent management systems. [8]

Globalization and diversification of the workforce made the path for the success of Indian and South Korean IT companies. Along with it, employing knowledge workers and the best of best talents with high technical knowledge, intensive training, showing they are valued and retaining them for long increased commitment to the organization. Providing performance-based incentives, rewards based on profits, and contributions became a driving factor for employees. The physical and social work environment plays a significant role in enhancing the organizational commitment of employees. However, this considers only (1) different levels of globalization; (2) talent development; (3) employee turnover issues; and (4) challenges in their different paths to globalization aspects of it. Further analysis could be done in other areas like – employee engagement for retention, team members performance management, organizational structure, work-life balance, online training and mentoring, etc.[9] Enrollment and determination, Human asset arranging, Preparing and Advancement Projects, Composed Set of working responsibilities, Customary Execution Examination, Development Plans, and Procedures, The board are the variables contemplated in an investigation to analyze the effect of HR practices and Innovation on little assembling organizations with or without ISO accreditation. HR the board rehearses, HR experts, preparing and improvement, development plan methodology and examination were given more significance in ISO ensured firms in contrast with those without affirmation. Enrollment and determination, Composed Expected set of responsibilities, and Human asset arranging have arisen as the significant human asset the board rehearses followed by both little assembling firms with and without ISO affirmation.[10] Information of talent management (TM) by theoretically and experimentally exploring the characteristics of TM and gender orientation incorporation in ability advancement in the German setting. It is broken down under conditions TM might be viewed as comprehensive regarding gender, and we recommend that comprehensive TM can be estimated by the level of gender inclination and the unfair danger in certain TM components. Thusly, sex consideration in TM can be viewed as high, whenever recognized TM components, for example, ability definition, hidden vocation direction, the substance of the ability advancement programs, the TM approach, and certain parts of the ability choice cycle are planned in a manner that similarly underpins all capable representatives to contribute completely and viably to the association free of their gender and additionally gender cliché esteem direction. [11] The 5P's are purpose, principles, process, people, and performance which are the significant elements of an association. The Purpose incorporates the association's main goal, vision, objectives and targets, systems, estimation, and input. Principles are the managing methods of reasoning, suspicions, or mentalities about how the association ought to work and lead business by and through trustworthiness base, morals, and guiding principle. Processes are the change of contributions to yields, the method of achieving the undertaking by representatives. People incorporate representatives, clients, providers, and others. The Performance includes the control and input of activities taken toward the hierarchical turn of events. Execution input is the method of dynamic for future bearing. The linkage among purpose, principles, process people, and performance are indistinguishable. HRM is going through tremendous changes because of pandemic and critical developing difficulties turning out to be significant issues in dealing with an association. The pandemic circumstance may drive numerous organizations to develop work techniques to keep the business on and lead to adjust to innovation as better as could reasonably be expected. Innovation usage and the executives will

lead the eventual fate of HRM work altogether. However, information security, finance the board, and the line of executives will be a test for the association. [12]

Shuck and Vollar (2010) have characterized representative commitment as the passionate, psychological and conduct condition of the worker, with an accentuation on the ideal authoritative result. Worker commitment is characterized as a trait of the connection between an association and its representatives. Worker commitment is a critical component of representative and association's prosperity. It predicts worker execution, hierarchical achievement, and monetary execution of the association. It is found from the examination that the association should give its representatives the opportunity to establish a climate helpful for a devoted proficient life that moves their work. Workers are a significant resource for any association. On the off chance that they need more existence to join work and delight at work, at that point dis-commitment may found between representatives.[16] For representatives' encounters of person-environment fit (P-E fit), or the degree of coinciding between the qualities they have and those of the climate (Kristof, 1996). P-E fit hypothesis sets that people are pulled into and chosen by associations whose workplaces mirror similar qualities, societies, and work highlights as their own significant convictions, qualities, and wants (Kristof-Brown and Guay, 2011). In view of these cycles, representatives who enter associations where their P-E fit is expanded commonly thrive and experience increased degrees of fulfilment, commitment, and by and large prosperity. The social and progressive evaluations set up to fight the current pandemic have extended labourers' impressions of melancholy and social dismissal. Despite the fact that the drawn-out ramifications of COVID-19 are as of now obscure, there is little motivation to accept its effect on hierarchical everyday routine will be short-experienced. [17]

There is a connection between COVID and its employees. It is conceivable to make reference to that feeling of trepidation can create with a representative who is right now solid having realized that there is an infection called Corona. Here dread methods a troublesome inclination the representative has when the individual believes that the person is in peril inferable from the Corona. There are sure feelings of dread that will or may produce inside a sound representative. It is contended that the worker will get a couple or a few numerous kinds of fears and as a result the person gets distressing. This pressure can be marked as Stress by Corona (SBC). SBC and the ordinary pressure do assault the emotional well-being of the representative. An excessive amount of pressure, additionally called a strain, can prompt various negative physiological results, (for example, brought down insusceptibility, expanded danger of coronary illness), conduct outcomes, (for example, expanded smoking and liquor utilization) just as negative mental ones, (for example, uneasiness, lower enthusiastic prosperity). [18] Effects on American Work, Workers, and Workplace (SHRM National Study of the Changing Workforce, 2020) shows that as of March 16, more than 1/4 (27%) of American specialists have gotten no data from their work environment about plans identified with the Coronavirus. Almost 72% of the labour force is telecommuting, working a changed timetable, or rehearsing social removal in the work environment. Just as 1 out of 5 labourers accept they will confront outrageous monetary difficulty or negative results if the emergency continues. One zone of concern is ability obtaining virtual enrolling apparatuses have hit an unequalled high in utilization particularly regarding video meeting and new representative virtual onboarding where volumes have almost significantly increased by certain sources like HireVue.[20]

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] HR heads in associations have the decision to adjust between genuine work and fun during Coronavirus, and representatives generally experienced lower tension on schedule and were adaptable, with the work from home plan incapacity. In any case, HR faces a great deal of pressing factors at work (21%) and could not keep a suitable congruity among genuine and fun occasions (18%) during the emergency. Most affiliations give no or under 1 hour of game plan to their agents every week and there are truly moderate to free ties between specific execution and remuneration augmentations or movements in the midst of COVID. Most of the HR chiefs (70%) gather that the top association has focused on the importance of HRM in the midst of the COVID. [28] Preparing empowers the workers to get to know occupations and increment their fitness, aptitudes, and information. It assists the recently selected workers with being beneficial in the base measure of time. Paul and Anantharaman (2003), show that preparation can have positive and huge impacts on the association's presentation in explicit areas (steel and programming businesses). The association should guarantee that appropriate preparation is bestowed before every advancement. Prominent mentors from the corporate world must be acquired to improve the nature of preparation. After the preparation programs, booklets of the equivalent in detail ought to be given for future reference.[29]

The effective associations consider the HRM rehearses as a vital factor that directly affects the worker's presentation. HRM rehearses on SPSS (Statistical Package for the Social Sciences) is done by the Pearson connection. Pearson correlation for the Employee Performance with Compensation ($r=.775$), Career Planning ($r=.796$), Performance Appraisal ($r=.790$), Training

($r=.781$), and Employee Involvement ($r=.876$) show a positive relationship. The results indicate that all the variables are statistically significant at $p<.05$. HRM practices such as Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement have a positive impact on employee's level of performance. Therefore, it is demonstrated that independent variables contribute positively towards the change in the dependent variable. [30] WFH is a working game plan where a specialist satisfies the fundamental obligations of his/her work while staying at home, utilizing data, and interchanges innovation (ICT). There are various advantages related to WFH, including the decrease in driving occasions; more noteworthy self-governance and adaptability in the association of work; a superior work-life balance; expanded inspiration and diminished turnover; and improved profitability and productivity. Furthermore, diminished travel related to WFH prompts a decrease in fossil fuel by-products. As indicated by a new review led by the Society for Human Resource Management (SHRM), 71 percent of bosses are attempting to conform to far off work; 65 per cent of businesses state keeping up worker confidence has been a test; and more than 33% of businesses are confronting troubles with organization culture, representative profitability and leave guideline.[32]

Enable agile and distributed workforce Organizations that work in complex, multilayered, grid structures are probably going to have encountered difficulties to working viably during the pandemic because of a continuous presentation of new guidelines and rules requiring organizations and representatives to every now and again adjust activities to brief period to save. Investigating hybrid working choices preceding the COVID-19 pandemic, far-off working was a far-off idea for some associations and representatives, with most of the organizations offering this choice to under 25% of their labour force. At the point when lockdowns were set up during the pandemic, organizations had to turn too far off working, basically overnight in some cases. [33] Individuals' capacities assume a critical job in the reaction to the COVID-19 emergency. Non-Pharmaceutical intercessions are connected to empowering agents that make the mediation less expensive or encourage its prosperity all the intercessions speak to a type of social removing that influences people groups' capacity to associate with others in work, school, shopping, diversion, and public activity. The empowering agents may lessen the human advancement misfortunes related to COVID-19 limitations in different measurements, opening elective capacities: admittance to merchandise and ventures, admittance to pay to create exercises, admittance to instruction, and admittance to public activity and amusement openings. The greater part of the empowering agents is identified with upgraded abilities—the new necessities of the 21st century which are inconsistent disseminated across the populace. As recorded by the 2019 Human Development Report, holes have been broadening in the course of recent years. [34]

HR rehearsals embraced in the space of culture, authority, cross practical combination, preparing, correspondence and innovation whenever presented and carried out will emphatically impact worker insight lessening opposition and expanding obligation to change. Subsequently evaluating representative discernment about basic HR rehearses at various phases of progress inception, execution and solidification can empower understanding about worker obligation to change. This would likewise help HR experts see how compelling the HR rehearses executed during change have been. [35]

It is apparent from this article that change is an always present component that influences all associations. There is a reasonable agreement that the speed of progress has never been more noteworthy than in the current consistently advancing business climate. Consequently, the fruitful administration of progress is a profoundly required ability. Notwithstanding, the

administration of hierarchical change right now will in general be responsive, spasmodic and specially appointed with a revealed disappointment pace of around 70% of all change programs started. This may show a fundamental absence of a substantial system of how to effectively execute and oversee authoritative change since what is presently accessible is a wide scope of conflicting and confounding speculations and approaches, which are generally missing exact proof and frequently dependent on unchallenged theories in regards to the idea of contemporary hierarchical change the executives.[36]

Research Methodology

The researcher employed an in-depth interview with Human Resources personnel from Ashok Leyland, Hyundai, Volvo, Daimler, and Toyota. The research process is followed strictly from data collection to data analysis for this study. HR personnel have been approached in a simple random sampling manner and a Personal interview with each HR was taken individually through video conferencing and recorded. The HR's belong from different geographical regions including Southern cities of India like Chennai and North like Delhi. Each HR personnel has an experience of minimum 8 years of experience in the Automobiles industry as an HR. All video recording and interview notes were closely analyzed and recommendations, conclusions have been drawn accordingly. The researchers conducted interviews with HR professionals using the questionnaire. Only automotive companies are selected for the research.

Discussion

There are different HR rehearses followed by various associations which assist organizations with accomplishing ideal execution. With changing occasions the HR rehearses followed by the organizations ought to likewise change and adjust as needs be. New creative thoughts are carried out to pull in the best ability and hold them for a long haul in the association. HRM measure is tied in with outlining the correct approaches to guarantee smooth development and achievement of the association. Improved execution and lower whittling down rates are the essential objective the HRM capacities accomplish. A portion of the principle HRM capacities incorporate preparing and advancement pay and advantages, execution of the board, 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. These are-

- 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.

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