

August 2021

## ASSESSING IMPACT OF COVID PANDEMIC ON ROLE TRANSITION AND EFFECTIVENESS OF REMOTE WORKING IN THE FACE OF CHALLENGES IN HUMAN RESOURCE MANAGEMENT

Sania Sami

*Indian Institute of Social Welfare and Business Management, Kolkata, India,*  
saniasharique656@gmail.com

S. Roychowdhury

*Indian Institute of Social Welfare and Business Management, Kolkata, India,* srcdb@rediffmail.com

Follow this and additional works at: <https://jetbm.imtnagpur.ac.in/journal>



Part of the [Business Administration, Management, and Operations Commons](#), [Human Resources Management Commons](#), and the [Organizational Behavior and Theory Commons](#)

### Recommended Citation

Sami, S., & Roychowdhury, S. (2021). ASSESSING IMPACT OF COVID PANDEMIC ON ROLE TRANSITION AND EFFECTIVENESS OF REMOTE WORKING IN THE FACE OF CHALLENGES IN HUMAN RESOURCE MANAGEMENT. *Journal of Emerging Technologies and Business Management*, 10(1), 56.  
<https://jetbm.imtnagpur.ac.in/journal/vol10/iss1/4>

This Article is brought to you for free and open access by Journal of Emerging Technologies and Business Management. It has been accepted for inclusion in Journal of Emerging Technologies and Business Management by an authorized editor of Journal of Emerging Technologies and Business Management. For more information, please contact [ankumar@imtnag.ac.in](mailto:ankumar@imtnag.ac.in).

**ASSESSING IMPACT OF COVID PANDEMIC ON ROLE  
TRANSITION AND EFFECTIVENESS OF REMOTE WORKING IN  
THE FACE OF CHALLENGES IN HUMAN RESOURCE  
MANAGEMENT**

*Sania Sami, S. Roychowdhury*

*Indian Institute of Social Welfare and Business Management, Kolkata,  
India*

**Abstract**

In early 2020, many big and small companies have shown agility and resilience in the transition to digitalization and automation of the work model. The Covid pandemic is forcing almost every organization to immediately develop, adapt, improve remote work policies and procedures. The purpose of this research paper is to explore quantitatively the effectiveness of organizational culture profile on remote working model, and an attempt has been made to explore the challenges and benefits of remote working and to explore the change of role of HR during Covid-19. Some of the studies have been included in order to ascertain the framework of Organizational Culture Profile, Remote Working, and Role Change of Human Resource Managers. Factor analysis, Multiple regression, and various other parametric statistical tests have been used to reach a conclusion from the evidence obtained by extracting the data collected in relation to the present study. The present research also answers questions as Does organizational culture profile have a significant impact on the remote working model during the Covid-19 pandemic period? What are the major challenges and opportunities of working remotely during the Covid-19 lockdown? Does gender have any association with remote working? What are the major roles change HR undertake during Covid-19? From the research, it was found that remote working has been used to mitigate the negative impact of the Covid-19 pandemic on organizations productivity and it was also revealed that the Human Resource managers have undergone a major change of role in maximizing productivity, engagement, collaboration, satisfaction level and work-life balance of the employees. In the study, it was also found that there exists a significant association between the preference of remote working across gender.

**Keywords:** factor analysis, organizational culture profile, remote working, role transition of human resource managers.

## 1. Introduction

The COVID-19 pandemic significantly impacted all organizations and industries across the globe in the same way, but the penalties varied greatly. The pandemic has persuaded many large and small businesses to expedite their transition to digital business ways. While some organizations found it seamless to all go digital and reconfigure their operations without a hassle, others are still struggling to make the transition. Now, more than ever, automation, dynamic, and responsive collaboration equipment are required. Reduced team sizes and strategic talent sourcing are required due to dwindling revenues and difficult team management. Employees are more uncertain than ever as a result of the steadily rising job loss statistics and relatively high freelancers in the organization.

Human resources management (HRM) is already at the vanguard of crisis response, risk management, and workforce realignment to remote working during this whole pandemic period. In such a crisis and vague situation, HRM can facilitate these organizations in sustaining and retained productivity. It also ensures the company's continuity and the employees' work-life balance. During times of crisis and recovery, there has been extensive research in understanding the different aspects of HRM. Given the apparent increase in crisis events and situations, it appears timely to focus our understanding on the change of role of human resource management and remote working in crisis and recovery.

Almost every organization is now being designed to rethink, evolve, and enhance remote work policies and procedures as a consequence of the pandemic. Even though remote working has now become prominent and accepted all around the globe, its contribution to engaging and productive work is still yet to be evaluated. In light of India's current economic situation, new plans and policies concerning remote working must be put into effect strategically.

Human resource management is a vital dimension of organizational survival and rejuvenation. Work and working practices are prone to change, as are other dimensions of the human resource management system. It may involve HR developing a sustainable environment and agile techniques and processes to enhance the organization and its employees while laying the groundwork for their recovery process. These changes could include intensified use of technology and tech-sophisticated work solutions, more

resilient working practices, innovative methods to performance management, and rebalances to the employee productivity perception.

The implications of the report offer meaningful insights for HR administrators and organizations. HR administrators must recognize the factors and challenges to improve employee well-being during remote work in times of Covid when keeping personal stress into account. Overall, the paper supports the existing research on the significant alteration ignited by the pandemic lockdown at the crisis, which has led HR to changes its role and remote working effectiveness.

## **2. Literature review and background study**

The present work focuses mainly on the impact of the Covid-19 pandemic on Indian companies, role transition of human resources in workforce adaptation, and remote working under the present pandemic situation with a study of organizational culture profile. Here literature review and discussion on those issues have been organized sequentially as follows.

### *Effects of the Covid-19 crisis on Indian companies*

In India, since the beginning of 2020, the Covid pandemic has had a significant effect on India's economic condition as well as the loss of human lives. Almost all industries and sectors have been adversely affected as domestic production and exports have significantly decreased.

According to the Ministry of Statistics, India's growth slowed to 3.1% in the fourth quarter of the fiscal year 2020 whereas Credit Rating Information Services of India Limited (CRISIL) reported on May 26, 2020, that this would be India's worst downturn since independence. According to State Bank of India research, the GDP contracted by more than 40% in the first quarter and GDP growth has fallen to 4.7% in the third quarter of 2020 (Seth, 2020)<sup>16</sup>.

According to the FCCI survey in March 2020, 53% of Indian companies have been affected negatively due to lockdown owing to Covid-19. Less than a fifth of India's \$2.8 trillion economic movements was operational when the country was under full lockdown. Unemployment grew from 6.7% on March 15, 2020, to 26% on April 19, 2020, before slipping down to pre-lockdown levels by mid-June. During the lockdown, an estimated 14 crores (140 million) people lost their jobs, and many others saw their wages slashed (Hasan, 2020)<sup>8</sup>.

### *Change of role of human resources management in workforce adaptation*

HRM's role is to hire, train, and develop employees while maintaining organizational discipline or harmony. HRM is responsible for developing skilled and capable employees by providing adequate training, motivation, and development (Shruti, 2017)<sup>18</sup>. Over the last 30 years, HRM has progressed and transitioned from being an administrative employee, personnel training, to the strategic officer and holding a prominent position at the head table (Calaby, 2021)<sup>4</sup>.

During this pandemic situation, the role of HR has changed significantly (Gigauri, 2020)<sup>6</sup>. HR serves as a business enabler (Malhotra,

2018)<sup>9</sup> in a range of ways, including making the workforce available through online tools, promoting employees to participate in online learning, motivating employees, training employees on new policies and practices at work, flexibility while maintaining productivity, and deploying technologies to optimize employee engagement. In pandemic times, human resource (HR) is tasked with ensuring adequate enablement and engagement of employees while also preparing for some hard decisions (Raj, 2020)<sup>14</sup>.

#### *Remote working*

Previous studies have shown that remote working has valuable effects on employee productivity, happiness, and general well-being, while some executives are ecstatic about the short-term success of forced virtual working and lower operating costs, others are concerned about the long-term consequences (Lee et al., 2021)<sup>2</sup>.

Though some research was done on remote working, very little literature has been found on remote working under new normal situations due to the recent Covid pandemic. Mention may be made of the recent works of (Vyas and Butakhiyeo, 2020)<sup>19</sup> and (Buchanan et al., 2021)<sup>4</sup> attempted to explore the impact of working from home (WFH) on work and life during this Covid pandemic period. Buchanan et al. (2021)<sup>4</sup> discussed the strategies for making the best of remote working under the Covid-19 pandemic situation to optimize the productivity of an organization. Remote workforce management is a major challenge for business leaders during the COVID-19 global pandemic. The larger remote workforces would drive companies to accelerate technology adoption and digitalization. Covid-19 led to the digital revolution, which plays a crucial part in the changes in management methods that enable higher participation of employees, such as ATAWAD (anytime, anywhere, and any device)-enabling employees to engage at flexible times and places (Arcade, 2020)<sup>3</sup>. Workers that are unable to operate at home, as well as others on temporary contracts, are often regarded as disposable resources (Grant et al., 2013)<sup>7</sup>. As the pandemic is making progress, more and more workers are getting accustomed to working at home. With this dramatic transformation comes the difficulty of blurring distinctions between professional and personal life (Toniolo-Barrios and Pitt, 2021)<sup>19</sup>. The use of technologies to track and regulate worker activity is becoming more widespread. HR has responded to widespread working from home by implementing new digital methods for tracking employee behavior (Prasad et al., 2020)<sup>13</sup>. Employees' alienation and depression have risen as a result of a lack of casual social interaction, which has compounded mental wellbeing issues. Employees expect a free exchange of information, interaction, employee wellness, review on-boarding, and off-boarding process and are prepared to provide service requested as well as a work-life balance, self-development, and acknowledgment (Nelson, 2020)<sup>11</sup>. On the other hand, organizations expect maximum flexibility, engagement, coordination, productivity, efficiency, and collaboration from their employees.

Assume that the COVID-19 pandemic has had, and will continue to have, a significant and real impact on how HRM practices are formulated,

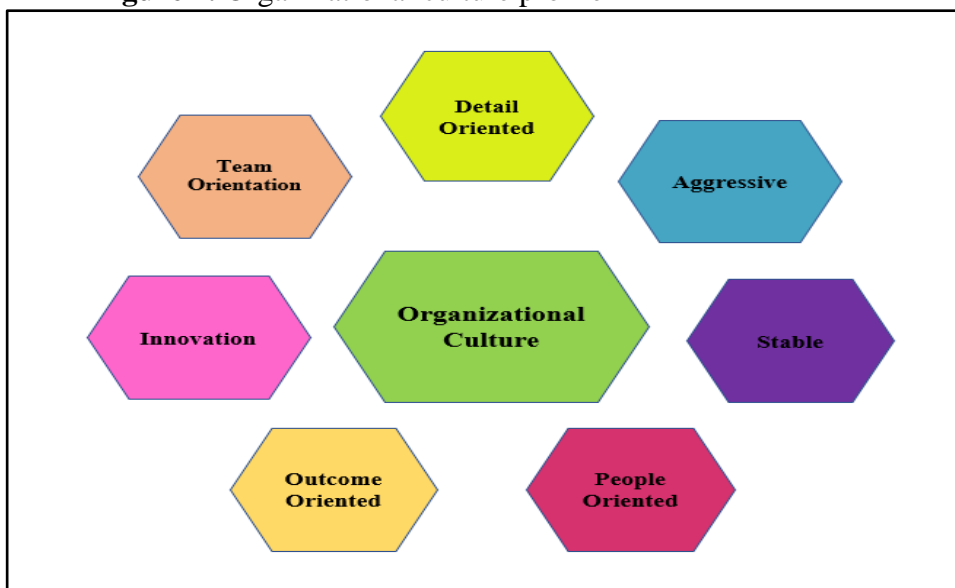
framed, and delivered in the years ahead. The existing situation in hiding has hampered traditional methods of working in the present and future (Herrera et al., 2011)<sup>1</sup>. Conversely, remote employment makes it impossible to keep track of and control the actions of workers. Managers also learned that using online monitoring systems and digital data to determine workload and efficiency is a feasible solution. Many companies have put their confidence in remote working (McGuire et al., 2020)<sup>10</sup>, but a few are still hesitant to accept the new flexible work environment concept.

#### *Organizational culture profile*

Organizational culture is the collection of values, expectations, and practices that guides the actions of all members within an organization (Shahzad et al., 2012)<sup>17</sup>. Organizational culture delineates an organization's internal and external values and identity. It rebuilds the organization into a team. The organization's performance is determined by the organization's culture. Dimensions of organizational culture that have been widely recognized and accepted are the organizational culture profile (OCP) where culture is represented by seven distinct values (Chatman and Jehn, 1991; O'Reilly et al., 1991)<sup>12</sup>. The model is used to capture the essence of organizational culture. Organizational culture dimensions are as follows: innovation, stability, respect for people, attention to detail, team orientation, outcome orientation, and aggressiveness.

According to the OCP framework (as displayed in Figure 1), those organizations that have *innovative cultures* are flexible and adaptable, have the risk-taking ability, opportunity seeking and experiment with new ideas, and have few rules.

**Figure 1.** Organizational culture profile



Organizations with *aggressive cultures* value competitiveness and outperforming competitors and often they deprive of discharging social responsibility. This framework explained *outcome-oriented cultures* as those that emphasize achievement, results, high expectation, result-oriented, and action as important values. *Stable cultures* are subject to high predictable, rule-oriented, security, and bureaucratic. The organization's goal is to coordinate and align individual efforts for the greatest levels of efficiency. *People-oriented cultures* ensure values of fairness, supportiveness, tolerance, and respect for individual rights. Organizations with *team-oriented cultures* are collaborative and ensure cooperation among employees. Organizations with *detail-oriented cultures* emphasize precision, they are mostly analytics and paying attention to details (Schmitz, 2012)<sup>15</sup>.

### **3. Research gap and research questions**

The Indian Government announced lockdown from 24 March 2020 stretching it to 3 May 2020. The rationale behind the lockdown is to control the spread of the Covid-19 virus ensuring the safety of Indians involving social distance protocol. This situation compelled almost all the organizations irrespective of their sizes and sectors to call on the employees to work remotely. As it has been seen in the previous section under literature review, some researches had been made on the effectiveness of organizational culture profile on employees in traditional workplace model in general, but not much work has yet been found on the analysis under Covid pandemic situation. This study is done to examine the effectiveness of organizational culture profile on a remote working model, and an attempt has been made to explore the challenges and benefits of remote working and to explore the change of role of HR during Covid-19.

The main research questions the present study wants to address are: do organizational culture profiles have a significant impact on the remote working model during the Covid-19 pandemic period? What are the major challenges and opportunities of working remotely during the Covid-19 lockdown? Does gender have any association with remote working? What are the major roles change HR undertake during Covid-19? Some other related concerns have also been addressed during the study.

### **4. Research methodology**

This present study attempts to assess the challenges and role change the HRs have undergoes during Covid-19 in an organization and to also to test the effect of organizational culture profile on remote-working. The study has also been made to assess if there exists an effect of gender on possible role change. Efforts have been made to compare remote working effectiveness across gender. The relevant data were collected through a structured questionnaire. The study is based on primary and secondary data. Statistical analyses through inferential statistics and descriptive statistics have been done. Factor analysis (EFA), multiple regression, analysis of variance (ANOVA), parametric *t*-test, nonparametric Pearson chi-square ( $\chi^2$ ) tests have been used to analyze the data

for addressing the research questions. The main research hypotheses that have been tested are:

$H_1$ : There exists a significant association between remote working and gender.

$H_2$ : There exists a significant difference between role transition of HR and gender.

Organizational culture is essential for the success of any organization irrespective of its size and nature. Every organization's culture is unique to other organizational cultures. The research has been conducted in different organizations to understand the effect of organizational culture profile on remote working and compare its effectiveness across gender. The study covered different organizations in India and information was collected from human resource managers. The primary data were collected through an online survey method. Developed questionnaires were sent to HR professionals via online mode. To collect primary data survey questionnaires have been distributed to 260 HR professionals of which 200 responded. Respondents were asked to give their opinion on the change of role which they undertake during Covid-19 and their outlook on the effects of remote working on organizational culture including the challenges and benefits of remote working in the organization.

HR personnel was included in research from different sectors across Indian states they had an average age of 35.6 years (with standard deviation = 4.822 years) and of the 101 were women and 79 were male HR personnel. Considering remote working is relatively new, in general, in India, 99% of HR personnel in the sample switched to remote working for the very first time during the Covid-19 pandemic situation.

Organizational culture profile has been measured using O'Reilly and Chatman's (1986) 26-item scale. A five-point Likert scale has been used with the following rating scale: Strongly Agree: 5; Agree: 4; Neutral: 3; Disagree: 2; Strongly Disagree: 1. The reverse coding method has been used for reverse questions.

### **5. Data analysis: Research findings and discussion**

Along with the gender distribution and descriptive statistics of the age of the respondents, the study includes factor analysis and multiple regression analysis to examine the relationships between the fourteen remote working predictors (viz., self-motivation, socialization, punctuality, communication, loyalty, responsibility, work-life balance, productivity, monitoring work, employees' well-being, e-learning, work stress, flexibility, commitment) and five extracted dimensions of organizational culture profile (as dependent variable). Table 1 presents the gender-wise distribution of the respondents.

**Table 1.** Gender-wise distribution



Gender	Frequency	Percent	Valid percent	Cumulative percent
Male	79	43.9	43.9	43.9
Female	101	56.1	56.1	100
Total	180	100	100	

The descriptive statistics of the age of the respondents are shown in Table 2.

**Table 2.** Summary statistics of age (in years) of the respondents

	N	Minimum	Maximum	Mean	Standard deviation
Age	180	29	48	35.6	4.822
Valid N (listwise)	180				

*Factor analysis* has been performed using SPSS v.16 to access the dimensionality of the variables relating to organizational culture profile. Components have been extracted using the iterated principal-factor method on the correlation matrix. The oblique rotation has been applied to extract factor loadings. The factors were expected to correlate, as different viewpoints of organizational culture may coincide within the same. The Kaiser-Meyer-Olkin measure of overall sampling adequacy is 0.843 (Table 3), which justifies the applicability of the factor analysis (Hair et al., 1998). Bartlett's test of sphericity has also been used here to test if the correlation matrix of the variables concerned is significantly different from an identity matrix, which indicates that there exists some relationship between the variables so that factor

analysis can work. Table 3 shows that the  $p$ -value for this test is less than 0.05 suggesting the applicability of factor analysis.

From the scree plot (Figure 2), the analysis extracted six distinct factors with eigenvalues greater than one, and the resulting solution accounted for 69.58% of the total variance of the data.

**Table 3.** KMO and Bartlett's test results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.843
Bartlett's Test of Sphericity	Approx. Chi-Square	948.90
	Df	300
	Sig.	.000

**Figure 2.** Scree plot showing the eigenvalues for each component

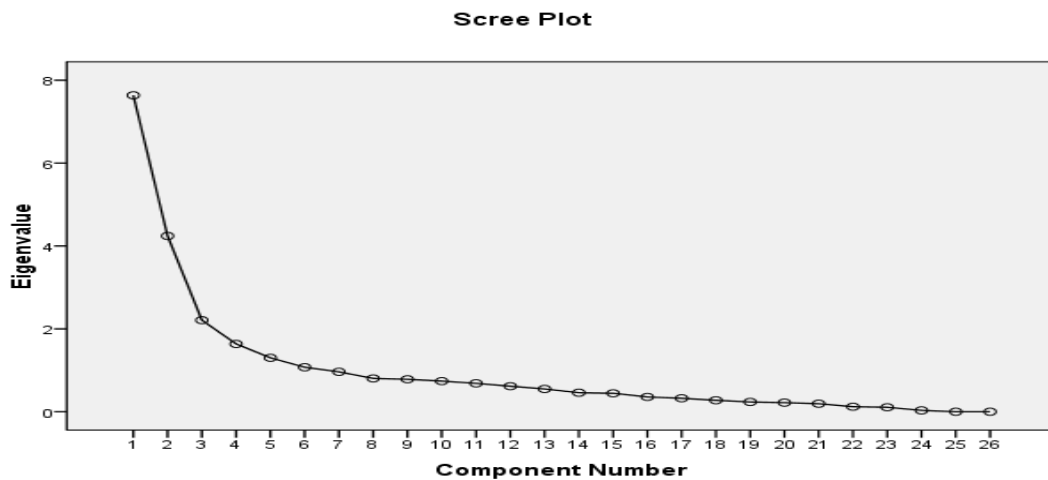


Table 4 presents the item loadings in each factor along with their respective eigenvalues, percent of variance explained, scale reliability scores, scale means, and standard deviations. The first six factors explain 69.598% of the total variance. Loadings of 0.4 or higher have been retained. Innovation explains 29.369% of the variation in the data. Outcome-oriented and detail-oriented profiles explained 16.312% and 8.946% of variability, respectively, in the data. Other factors together explain about 15% of the variability in the data.

**Table 4.** Total variance explained and factor loadings

Components	Initial eigenvalues			Total	% of variance
	Total	% of variance	Cumulative %		
1	7.636	29.369	29.369	7.636	29.369
2	4.241	16.312	45.681	4.241	16.312
3	2.209	8.496	54.177	2.209	8.496
4	1.636	6.291	60.468	1.636	6.291
5	1.301	5.003	65.470	1.301	5.003
6	1.073	4.128	69.598	1.073	4.128

Extraction Method: Principal Component Analysis

Organizational culture profile has been measured using O'Reilly and Chatman's (1986) 26-item scale. Table 5 presents the rotated component matrix of these 26 items.

**Table 5.** Rotated component matrix of items (variables) measuring organizational culture profile

		1	2	3	4
tem1	I	614			
tem 2	I	759			
tem 3	I	548			
tem 4	I	796			

tem 5	I		732			
tem 6	I	689				
tem 7	I	853				
tem 8	I	817				
tem 9	I					642
tem 10	I				725	
tem 11	I				615	
tem 12	I				742	
tem 13	I			675		
tem 14	I			802		
tem 15	I			790		
tem 16	I			802		

tem 17	I				725
tem 18	I				583
tem 19	I	814			
tem 20	I			676	
tem 21	I	755			
tem 22	I		714		
tem 23	I	649			
tem 24	I	705			

Factors that scored below 0.35 were removed. The five factors which were extracted are as follows: the factor, innovation, consists of 7 items, outcome-oriented profiles have 6 items, detail-oriented and people-oriented profiles have 4 items each, whereas team-oriented profiles have 3 items. In this research, it was found that in the remote working condition of seven organizational culture profiles (OCP), only five organizational culture profiles were extracted.

Next, the results relating to the *multiple regression model* have been displayed in Table 6, from which the  $R^2$ -value, adjusted  $R^2$ , and standard error of the estimates can be obtained. In this multiple regression model, self-motivation, socialization, punctuality, communication, loyalty, responsibility, work-life balance, productivity, monitoring work, employees' well-being, e-learning, work stress, flexibility, and commitment are the predictor variables, while the dependent variable is OCP. Multiple regression model summary is shown in Table 6, where adjusted  $R^2$  comes out to be as high as 0.565. Table 7 displays the results of the analysis of variance. Multiple regression model has

been used to evaluate the effects of organizational culture profile extracted dimensions on remote working. The multiple regression model coefficients are presented in Table 8. The results of *t*-tests justify the presence of three independent variables in the model, as all *p*-values have come out to be less than 0.05.

**Table 6.** Model summary for multiple regression

	<i>R</i> -Square	<i>A</i> djusted <i>R</i> - Square	Standar d error of the estimate
752	565	498	.593

The *F*-test results relating to the multiple regression are tabulated in the following ANOVA table, which includes the observed values of *F*-statistic together with a *p*-value for deciding the suitability of the multiple regression model.

**Table 7.** Result of analysis of variance

Source of variation	Sum of Squares	Me an Square	<i>F</i>	Si g.
Regressi on	187.7 2	14.4 4	14.4 65	.00 0
Residual	163.6 76	.986		
Total	351.3 96			

Predictors: (Constant), self-motivation, socialization, punctuality, communication, loyalty, responsibility, work-life balance, productivity, monitoring work, employees' well-being, e-learning, work stress, flexibility, commitment.

**Table 8.** Coefficients of multiple regression model

	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Standard error	Beta	
Constant	.715	.766	.238	.028
Creativity	.295	.105	.188	.001
Technology	.283	.092	.086	.003
E-learning	.355	.113	.145	.000

From Table 8, it has been found in the multiple regression model that of all the fourteen factors only three factors, viz., creativity, technology, and e-learning, have the high significant beta value of 0.295, 0.283, and 0.355 (with respective standardized beta coefficients 0.188, 0.086 and 0.145), respectively. The *t*-tests also indicate a significant relationship owing to all *p*-values less than 0.05. This means that these factors are significant contributors to innovation.

Similarly, it has been found that productivity and work-life balance are the major significant contributors to outcome-oriented organizational culture profile, whereas communication contributes majorly to detail-oriented organizational culture. Self-motivation, work-life balance, employees' well-being, reducing work stress are the major contributors to people-oriented. For team works, flexibility and loyalty are contributing.

Next, the results relating to the *chi-square for the independence of attributes* have been displayed in Table 9. It presents the cross-tabulation of gender versus preference for remote working. It is seen that 63% of male respondents prefer remote working, while 97% of the female respondents are in favour of remote working under this pandemic situation. As a whole, 82% prefer remote working, a possible reason of which could be safety and work-life balance under the pandemic situation.

**Table 9.** Cross-tabulation showing gender-wise preference for remote working

Gender	Preference for remote working		Total
	Yes	No	
Female	98	3	101
Male	50	29	79
Total	148	32	180

To find the association between the preference of remote working and gender, a chi-square test has been performed at a 5% level of significance. The test results are shown in Table 10.

**Table 10.** Chi-Square test results

	Value	Df	Asymptotic Sig. (2-sided)
Pearson Chi-Square	5.597	1	0.03

From the analysis, it has been found that the  $p < 0.05$ , thus the null hypothesis is rejected at level  $\alpha = 0.05$ , and it can be concluded that there exists a significant association between the preference of remote working and gender of the HR professionals.

Table 11 presents the gender-wise summary statistics of various role transitions of HR personnel in pandemic situations. Male respondents' mean scores are higher in some factors than that of the female respondents, indicating that male HR professionals believe that they have undergone major role change in boosting employee morale, virtual coordination, and monitoring employees.

**Table 11.** Summary statistics showing the difference in major role transitions over gender

	Gender	Mean	Standard deviation	Standard error of mean
Flexibility while maintaining productivity	Female	3.9	1.56	.1248
	Male	4.01	1.57	.1230



Focus on digital learning	9	8.62	728	3.	
	01	8.78	333	4.	.538 .569
Virtual coordination and monitoring of team and employees	9	3.12	282	5.	.762
	01	.88	717	4.	.619
Regular review of onboard and off-board policies	9	1.60	298	5.	
	01	1.16	456	4.	.765 .572
Boost employee motivation	9	3.33	770	5.	
	01	1.19	839	4.	.833 .635
Provide e-learning, e-training to employees	9	.00	094	2.	
	01	.07	726	1.	.302 .227
Ensures well-being of employees mental, physical, and financial need	9	.21	738	1.	
	01	.71	128	2.	.251 .279

To ascertain if there exists any significant difference in major role change of HR over gender, *t*-tests have been conducted. The results of the tests are shown in Table 12.

It has been found from Table 12 that, of all the role change factors, only for two factors the *p*-value is lesser than 0.05. Since  $p < 0.05$ , the null hypothesis of no significant difference between the role change of HR across gender cannot be rejected, which indicates that the HR professionals irrespective of their gender have undergone equal role change.

To summarize, various inferential statistical methods have been used in the present study to make meaningful conclusions in respect of organizational culture profile, remote working, and role transitions. Multiple regression model has been used to check the cause and effect of OCP's five dimensions, viz., innovation, outcome-oriented, detail-oriented, people-oriented, team-oriented profiles on remote working.

**Table 12.** Results of *t*-tests for major role changes over gender

	Levene's Test		<i>t</i> -test for Equality of Means	

		for Equality of Variances									
		Sig.	Sig. (2-tailed)	Mean Difference	Std. Error of Difference	95% Confidence Interval of the Difference					
						Lower	Upper				
Flexibility while maintaining productivity	qual variances assumed	.896	.346	1.181	.79	.241	.298	.252	.799	.203	
	qual variance not assumed			1.185	68.979	.239	.298	.252	.797	.201	
Focus on Digital Learning	qual variances assumed	.332	.023	1.549	.79	.125	.329	.212	.749	.092	
	qual variance not assumed			1.532	68.979	.129	.329	.214	.755	.098	
Virtual Coordination and	qual variances assumed	.095	.759	.761	.79	.007	.620	.225	.174	.066	

Monitoring of Team and Employees	qual variance not assumed			.754	68.979	1007	620	225	173	.067
Regular review of onboard and off-board policies	qual variances assumed	040	843	616	79	539	138	224	.306	582
	qual variance not assumed			615	68.979	540	138	224	.307	583
Provide e-learning Training to employees	qual variances assumed	.382	243	.736	79	007	603	220	166	.040
	qual variance not assumed			.750	68.979	007	603	219	168	.037

It has been found in the study that even in remote working, an organization can still succeed to maintain its organizational culture profile. In the study, it was also found that there exists a significant association between the preference of remote working across gender. Female HR prefer remote working model over traditional workplace model in the new normal situation. It was also found that there exists no significant difference between a change of role of HR across gender. On some parameters, both male and female HR believe to undergo the same role change.

## 6. Conclusion and Recommendations

From the research, it was found that remote working has been used to mitigate the negative impact of the Covid-19 pandemic on an organization's

productivity. Given the present situation to deal with, the traditional way of running the business has undergone a vast change. Many employees have shown positive changes towards organizational culture whereas a certain section of employees has responded negatively towards organizational culture.

While it is known that the organizational culture is a major indicator of business performance, many organizations are now in a challenging position, and the Covid-19 pandemic makes things difficult for them to foster their organizational culture in the remote working model. HR needs to plan this new journey of automation, digitalization, and remote working model to become acquainted with and plan for the future and unforeseeable challenges associated with its organizational culture. Though in remote working the organizational culture profile has been reduced from the traditional seven dimensions to only five dimensions, thus organizations need to attempt to improve the remote working model for maintaining the organizational culture profile. HR needs to pay more attention to their recruitment policies, practices, rewards, and recognition to ensure remote employees remain engaged and productive to ensure the growth of the organizational culture. The current chaotic situation has generated new as well as changes of roles for HR. HR needs to upskill the employees with new e-learning and to be more flexible and tech-savvy to ensure productivity and profitability with agility and resilience.

HRM should take the lead in assisting organizations in navigating around uncertainty, taking into account the demands of professional development and employee mental health. Remote workers must be well-equipped to handle challenges and disruptions without obstructing productivity. To promote strong organization culture profile during remote working model certain recommendations are made as follows: (i) well-being of employees must be encouraged in respect of their mental, physical and financial aspects; (ii) flexibility in working hours and place of work should be encouraged to boost employee morale; (iii) policies and infrastructure should be planned in relation to remote working, not only for the new normal situation, but also for future as well to ensure the growth of organizational culture; (iv) there should be continuous workforce up-gradation with new technology to meet competitive global digital scenario; (v) focus should be kept on e-learning, technology upskill and development of employees; (vi) virtual team meetings, leadership briefing and teleconference should widely be used as engagement and communication practices; (vii) HR need to work effortlessly to bridge the gap created by social distance norm and remote working; (viii) conducting webinar and online sessions specially for new introduced technology together with capitalizing on technology to ensure employee engagement. In the process of implementing those, an organization should not lose focus from preserving stability.

## References

1. Herrera, F., Chan, G., Legault, M., Kassim, R. V. S. M., & Sharma, V. (2011). The digital workplace: Think, share, do Transform your employee experience. *Deloitte*.  
[https://www2.deloitte.com/content/dam/Deloitte/mx/Documents/human-capital/The\\_digital\\_workplace.pdf](https://www2.deloitte.com/content/dam/Deloitte/mx/Documents/human-capital/The_digital_workplace.pdf).
2. Lee, C., Alonso, A., Esen, E., & Coombs, J. (2021). Employee Job Satisfaction and Engagement Revitalizing a Changing Workforce. *SHRM*. <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Pages/default.aspx>.
3. Arcade, K. (2020). Three Learning and Development Trends for 2019. *Growth Engineering*. <https://www.growthengineering.co.uk/three-learning-development-trends-2019/>.
4. Buchanan, N.D., Aslaner, D.M., Adelstein, J., McKenzie, D.M., Wold, L.E. & Gorr, M.W. (2021). Remote Work During the COVID-19 Pandemic: Making the Best of it. *Physiology*, 36, 2-4.
5. Calaby, L. (2021). Human Resources (HR) Manager job description. *Totaljobs*. <https://www.totaljobs.com/advice/human-resources-hr-manager-job-description>.
6. Gigauri, I. (2020). Influence of Covid-19 Crisis on Human Resource Management and Companies' Response: The Expert Study. *International Journal of Management Science and Business Administration*, 6(6), 15–24. <https://doi.org/10.18775/ijmsba.1849-5664-5419.2014.66.1002>
7. Grant, C. A., Wallace, L. M., & Spurgeon, P. (2013). An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. *Research Gate*.  
[https://www.researchgate.net/publication/281035493\\_An\\_exploration\\_of\\_the\\_psychological\\_factors\\_affecting\\_remote\\_e-worker's\\_job\\_effectiveness\\_well-being\\_and\\_work-life\\_balance](https://www.researchgate.net/publication/281035493_An_exploration_of_the_psychological_factors_affecting_remote_e-worker's_job_effectiveness_well-being_and_work-life_balance).
8. Hasan, A. (2020). Impact of COVID-19 on the Indian economy & workforce. <https://ficci.in/spdocument/23195/Impact-of-COVID-19-on-Indian-Economy-FICCI-2003.pdf>.
9. Malhotra, A. (2018). An HR today is becoming more of a business enabler: *Director on Board - Cargill India*.  
<http://bwpeople.businessworld.in/article/An-HR-today-is-becoming-more-of-a-business-enabler-Director-on-Board-Cargill-India/01-06-2018-150860/#:~:text=Second%20is%20in%20terms%20of,analytics%20is%20coming%20into%20HR.&text=Where%20all%20the%20work%20that,strategic%20and%20value%20added%20work>.
10. McGuire, D., Germain, M.-L., & Reynolds, K. (2020). Reshaping HRD in Light of the COVID-19 Pandemic: An Ethics of Care Approach. *Advances in Developing Human Resources*, 23(1), 26–40. <https://doi.org/10.1177/1523422320973426>

11. Nelson, K. (2020). Remote Workforce Management in 2020: Dealing with COVID-19. *Cherwell Software*. <https://www.cherwell.com/it-service-management/library/blog/remote-workforce-management/>.
12. O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3), 487–516. <https://doi.org/10.2307/256404>.
13. Prasad, D. K. D. V., Mangipudi, D. M. R., Vaidya, D. R., & Muralidhar, B. (2020). Organizational Climate, Opportunities, Challenges and Psychological Wellbeing of the Remote Working Employees during COVID-19 Pandemic: A General Linear Model Approach with Reference to Information Technology Industry in Hyderabad. *SSRN*. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3599799](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3599799).
14. Raj, S. J. (2020). HR to play a bigger role during and after Covid-19. *ETHRWorld.com*. <https://hr.economicstimes.indiatimes.com/news/hrtech/hr-to-play-a-bigger-role-during-and-after-covid-19/75740727>.
15. Schmitz, A. (2012). Characteristics of Organizational Culture. [https://saylordotorg.github.io/text\\_organizational-behavior-v1.1/s19-03-characteristics-of-organizatio.html](https://saylordotorg.github.io/text_organizational-behavior-v1.1/s19-03-characteristics-of-organizatio.html).
16. Seth, D. (2020). India's GDP growth slows to 3.1% in Q4 as the Covid-19 lockdown hits the economy. *Business News, Finance News, India News, BSE/NSE News, Stock Markets News, Sensex NIFTY, Latest Breaking News Headlines*. [https://www.business-standard.com/article/printer-friendly-version?article\\_id=120052901552\\_1](https://www.business-standard.com/article/printer-friendly-version?article_id=120052901552_1).
17. Shahzad, F., Luqman, A., Khan, A. R., & Shabbir, L. (2012). (PDF) Impact of Organizational Culture on Organizational Performance: An Overview. *ResearchGate*. [https://www.researchgate.net/publication/328027871\\_Impact\\_of\\_Organizational\\_Culture\\_on\\_Organizational\\_Performance\\_An\\_Overview](https://www.researchgate.net/publication/328027871_Impact_of_Organizational_Culture_on_Organizational_Performance_An_Overview).
18. Shruti, B. (2017). Role of HR Manager in an Organisation <https://www.economicdiscussion.net/human-resource-management/role-of-hr-manager-in-an-organisation/32217>.
19. Toniolo-Barrios, M., & Pitt, L. (2021). Mindfulness and the challenges of working from home in times of crisis. *Business horizons*. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7535863/>.
20. Vyas, L. & Butakheio, N. (2020). The impact of working from home during Covid-19 on work and life domains: an exploratory study on Hong Kong. *Policy Design and Practice*, 4(1), 59-76.

