

## **Thriving in the New Normal: Understanding the Organisational Refinement and Employee Transformation during post covid times with respect to IT sector in India**

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### ABSTRACT

The entire globe has been confronted with the ultimate calamity of COVID-19 pandemic which has had a catastrophic impact on organisations, institutions and more importantly the employees working in these organisations had thrown their lives into disarray, affecting not just their well being but also their psychological discomfort leading to inefficiency of working resulting in enormous human and economic costs for the organisations. Competition driven pressures occurring in this emerging economy have paved the way for the 'New Normal' in which existing conditions are accepted with new adjustments to sustain in the future. The pandemic and its ramifications for businesses have underlined the need for adaptability and resilience in today's workforce, hastened the change to a new digital economy, and emphasised the need of HR in the 'New Normal,' which envisioned HR's future impact and function post COVID-19. The study aims at highlighting the parameters to support business leaders on how to restructure the system during and after the pandemic, implement workforce rationalisation measures while minimising risks, and boost productivity along with employee engagement. This research paper conceptualises on the recent organisational refinements which are prerequisites for the HR professionals in redefining the complete organisational structure that acts as an impelling cause in employee transformation leading towards an enabling change that is inevitable for the future. There are many factors that would be taken into consideration while shaping the future of HR in the new normal which laid emphasis on modifications in Occupational Health & safety provisions of employees along with the social transformations on employee engagement and effect of remote working on Organisational culture and its daily business operations. In order to conduct this study, a convenience based sampling was conducted on 25 HR professionals working in different IT industries in India.

**KEYWORDS-** Organisation Refinement, Culture Refinement, New Normal, IT Industries

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## **I. INTRODUCTION ABOUT THE TOPIC**

The COVID-19 catastrophe is still developing and has damaged every element of society, resembling a once-in-a-lifetime occurrence with catastrophic economic consequences, as well as a lack of understanding of its endurance and the potential of a 'New Normal.' Because of the rapid spread of this disease, which resulted in significant loss of life, organisations have had to rethink their policies and processes. Since the year 2020 began, the world has seen a series of remarkable paradigm shifts in practically every aspect of business, ranging from massive increases in demand in certain industries to utter absence of demand in others. Organizations are examining whether the techniques of operation that have worked for them in the past will continue to work in the future. The current situation has presented HR professionals with a once-in-a-lifetime chance to assist their organisations in becoming more robust and resilient in the face of COVID-19's economic and cultural consequences. HR is in a unique position to assist businesses in recovering and prospering in the new world of work, as it determines how companies recruit and train employees, manage experiences, and break free from traditional operating patterns to achieve desired outcomes.

Human Resource Management plays a key part in the design of organisational structure, as well as the building of a strong culture and the alignment of employees' aims and objectives with the strategic intent of the organisation. This crisis is providing HR experts with an unexpected chance to expose previously acknowledged weaknesses and apply new inventive solutions to deal with future scenarios. Initially, HR had a key role in managing the COVID-19 reaction at the organisational level, with the goal of keeping employees and the company engaged, productive, and resilient. HR professionals have a huge chance to rebuild and lead the charge for organisational stability and strength in this situation. HR practitioners can help by emphasising

identity, agility, and scalability by implementing a more dynamic work structure model in the organisation, highlighting the true value of human resources, and emphasising the importance of investing in flexible and dependable HR procedures and technologies. With businesses on the mend, HR's role is becoming even more important in serving as a pillar of strength by aligning the organization's strategic intent with the current circumstances by navigating into its hazy present and unforeseen future by critically examining certain critical variables such as Occupational Health and Safety for employees, remote working affecting day-to-day operations, and the social implications of employee engagement in the workplace.

### **II. INTRODUCTION ABOUT THE INDUSTRY**

In comparison to the IT-BPM business, India's global sourcing market continues to grow at a faster rate. India is the world's most popular sourcing destination, with a market share of around 55 percent of the US\$ 200-250 billion global services sourcing industry in 2019-20. In the 2021 edition of the Global Innovation Index, India climbed four places to 46th place (GII). In 2020, the IT industry will contribute for 8% of India's GDP. Software exports by IT companies affiliated with STPI (Software Technology Park of India) totaled Rs. 1.20 lakh crore (US\$ 16.29 billion) in the first quarter of FY22, according to STPI. The Indian IT industry's revenue is predicted to reach US\$ 227 billion in FY22, up from US\$ 196 billion in FY21, according to the National Association of Software and Service Companies (Nasscom). IT spending in India is likely to rise to US\$ 101.8 billion in 2022, up from an estimated US\$ 81.89 billion in 2021, according to Gartner forecasts. By 2025, the Indian software product market is anticipated to be worth \$100 billion. Indian enterprises are concentrating their efforts on overseas investments in order to grow their global presence and improve their global delivery centres. In FY20, the Indian data annotation market was valued at US\$ 250 million, with the US market accounting for 60% of the total. Due to increased local demand for AI, the market is estimated to reach US\$ 7 billion by 2030. In FY21, India's IT industry exported a total of US\$ 149 billion. IT services exports have been the most significant contributor, accounting for more than 51% of total IT exports (including hardware). During FY21, BPM, Engineering and R&D (ER&D), and software product exports each accounted for 20.78 percent of overall IT exports. By 2022, the ER&D market is estimated to reach US\$ 42 billion. In FY22 (as of February), the IT industry added 4.5 lakh new personnel, the most in a single year. Women made up 44% of the overall number of new hires.

### **III. REVIEW OF LITERATURE**

1. Kiconco Yvonne (2021) stated that People's lives have been thrown into disarray as a result of the COVID-19 pandemic, which has impacted not only their financially but also their health and well-being. As a result of psychological and physical discomfort, as well as on and off work schedules, both the employer and the employee are stressed. Pressures

from competition to live in a failing economy have opened the way for the 'Additional Normal,' in which the current state is accepted as normal with new adaptations. Employees have had to put their lives in danger by leaving the so-called comfort of their homes to go to work, while others have converted their homes into offices to work from home. As a result of the changing working environment, they are at a greater risk of infection and are irritated. The current essay compares and contrasts the three terms 'New Normal,' 'Employee Wellbeing,' and 'Role of HR,' and provides insight based on numerous studies in this field. Employee well-being has long been a subject of worry for HR practitioners. Employee happiness creates a win-win situation for both the employee and the organisation.

2. Dhruva Bhatia (2021) studied the advantages and disadvantages of WFH initiatives. Less time wasted, support for cost-cutting initiatives, an updated digital workplace, assistance in breaking down hierarchies, and the ability to make effective and quick decisions have all been mentioned as benefits of WFH. The different feelings of employees, limits for economically backward countries to adopt WFH efforts, and data security threats are all disadvantages of WFH projects. The ROTA system, which allows various teams to switch between home and office, could be a first step toward WFH. The updating of risk management plans, advances in changes and innovations that will shape the global economy, and simple availability of fresh talent owing to reduced locational issues are the driving reasons for WFH to become part of HR policy.
3. Iza Gigauri (2020) highlighted that the remarkable advancements of COVID-19 have prompted organisations all around the world to accelerate their transformation to digital business operations. Human resource management (HRM) is at the heart of these transformations, aiding businesses in navigating an uncertain present and future. HRM must manage people in organisations amid a crisis in order to maintain corporate continuity and work-life balance. As the future delivers more flexible, remote-friendly, digital working norms, changes in regulations, processes, workplaces, collaboration technologies, and employee wellness will become increasingly vital.
4. Max Reinwald (2021) found that many parts of our society and work life have been severely altered as a result of the COVID-19 epidemic. He examined how daily fluctuations in infection rates in employees' neighbourhoods affect daily variations in employee work engagement. The suggestions highlighted that rising COVID-19 cases have an impact on employee engagement, depending on the individual sensemaking processes of the workers, using the conceptual framework of event system theory. The certain variables like employee age and received leader support are important context factors for these sensemaking processes, and that, in particular, older employees and employees who receive little leader consideration react to rising local COVID-19

infections in their vicinity with lower work engagement levels.

5. Christina Shaji (2020) coined that the Coronavirus has given leaders a once-in-a-lifetime chance to reflect and ponder, which would have been difficult to accomplish in the normal course of business. Many firms may be forced to redesign work processes in order to stay in business and better adapt to technology as a result of the pandemic problem. This method will be used not only during the lockdown, but also in the future during regular times. The new workplace reality is centred on technology, which also benefits from decentralisation. Digital champions have a better chance of surviving and adapting than their counterparts. While this has the ability to save money, diversify teams, and iterate the organization's progress quickly, it requires a strong culture to succeed. The importance of business resilience and the agility to embrace virtual collaboration tools and processes has been highlighted as a result of this. HR should change to a more human-centric approach in a post-Covid-19 environment, where employees must adjust how they operate. Human Resource managers bear a significant amount of responsibility for keeping all staff motivated and making them more productive and efficient. They must learn new skills, create new expertise, and disrupt certain old processes as part of the demand to be more agile. HR experts must reaffirm employees' faith in the company and improve their perceptions of it.
6. Wasim Al Mala (2020) laid emphasis on the HRM's importance in organisations and enterprises, particularly in light of the new difficulties brought by Coronavirus, is becoming more apparent. Employees require greater assistance than ever before, especially in view of the uncertain future and the high risk of losing their jobs or having their wages reduced. As a result, companies are increasingly relying on their HR departments to design acceptable HR strategies, which may face new challenges. As a result, this article addresses a variety of concerns brought on by COVID-19 pandemics, including increased unemployment, wage deductions, the psychological impact of COVID-19 on employees, managing remote work, working hours, employee conflicts, and social distance.
7. Organizational culture has grown in popularity in recent decades as a field of research aimed at better understanding the nature of work, including employees' attitudes, workplace habits, and performance in the context of their organization's culture (Deal & Kennedy, 1982; Malinowski, 1944).
8. Organizational culture is defined as a set of shared underlying ideas about what is valued in a company, how individuals should behave, and what is "normal" within the organisation (Schien, 1999). These shared assumptions are expressed in formal regulations (e.g., policies and processes) as well as informal rules (e.g., commonly

understood expectations, standards, and norms) that guide workplace conduct and define what is and isn't acceptable. Organizational culture is similar to a company's personality in that it is the collection of reasons why personnel at all levels behave the way they do. It indicates what employees should pay attention to, how they should react emotionally, and what actions they should do in particular situations, for example (Schein, 2010).

9. The single most essential aspect in determining an organization's success or failure is its culture (Deal & Kennedy, 1982). Employee job satisfaction, morale, performance, engagement, attitudes, motivation, commitment to their companies, and turnover have all been demonstrated to be influenced by company culture (Cameron et. al., 2011; Warrick, 2017).
  
10. It is preferable to gain a deeper understanding of the organisation, getting to the root cause of action—the fundamental underlying assumptions that determine the organization's culture. Organizational leaders play a critical role in establishing culture as decision-makers, creators of stated ideals, and crucial persons who build the status quo (Kwantes & Boglarsky, 2007). Culture transformation necessitates a multi-pronged strategy, and leaders must be at the forefront of this effort.

### **III. RESEARCH OBJECTIVES & QUESTIONS**

#### **1. RESEARCH OBJECTIVES**

- To investigate the impact of improving organisational culture in order to create a more employee-centric environment.
- To examine the measures of maximising occupational health and safety on physical and mental well being of employees
- To identify the organisational structures that promote workforce flexibility and productivity

#### **2. RESEARCH QUESTIONS**

- What impact will COVID-19 have on the future of occupational health and safety?
- What impact will remote working have on the culture of the company and day-to-day operations?
- What are the social ramifications of such a turnaround in employee communication and engagement?

### IV. METHODOLOGY

The aim of this research is to gauge out the certain modifications that are imperative as a response to the pandemic in understanding the impact of COVID-19 pandemic on organisational structure and its refinement leading to certain impact on its culture and employee wellbeing. The research includes an amalgamation of both qualitative and quantitative research methods. The semi-structured interview with experts allows an expert to disclose his or her opinions, thoughts and insights that was deemed appropriate for this study. The data used for this study were obtained through primary and secondary data sources. The first section includes direct information that is obtained through the administration of questionnaires in order to acquire insight into the research issue that is included in it. The secondary data sources include some selected journals and publications which have highlighted certain aspects of the new normal in the workplaces in the organisations. The primary data were gathered through the usage of questionnaires for 25 HR professionals working across different IT industries in India. The questionnaire for this study is divided into two sections: the first section comprises nominal scale questions about respondents demographics information which were later converted into percentage form for a better understanding and analysis. The second section comprises 5 point Likert scale questions with options ranging from 1 to 5. The options are given to the respondents on the degree at which they agree or disagree with the questions. The options provided with these questions starts from 1- which stands for “Strongly Disagree” , followed by 2-which represents “Disagree”, the next is 3-which stands for “Neutral”, followed by 4-which represents “Agree”, and lastly ends with 5-which stands for “Strongly Agree”.

The below is the illustrative for the same involving questions asked on demographic profile and certain technical aspects with dimensions pertaining to Organisational Culture Refinement, Occupational Health & Safety, Organisational Structure Refinement.

S.NO	NUMBER OF FACTORS	NUMBER OF RESPONDENTS	PERCENTAGE
1.	GENDER		
	A) MALE	14	56%
	B) FEMALE	11	44%
2.	AGE		
	A) 25-30	5	20%
	B) 30-35	13	52%
	C) 40-50	5	20%
	D) 50-60	2	08%

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3.	<b>LOCATION</b>		
	A) DELHI	7	28%
	B) MUMBAI	4	16%
	C) BANGALORE	4	16%
	D) CHENNAI	4	16%
	E) KOLKATA	6	24%

S.NO	DIMENSIONS	QUESTIONS ON A 5 POINT LIKERT SCALE	PERCENTAGE
1.	Refinement of Organizational Culture	<p>A.) After the Covid period, an uniform set of values and standards was created.</p> <p>B.) Strategy and processes are in sync with culture refinement.</p> <p>C.) Accountability follows culture refinement.</p> <p>D.) Employees are being strategically informed about culture refinement improvements.</p> <p>E.) The effectiveness of post-covid cultural changes is being assessed.</p>	<p>Strongly Disagree- 4% Disagree- 12% Neutral- 20% Agree- 38% Strongly Agree- 26%</p> <p>Strongly Disagree- 8% Disagree- 8% Neutral- 24% Agree- 42% Strongly Agree- 18%</p> <p>Strongly Disagree- 4% Disagree- 8% Neutral- 28% Agree- 34% Strongly Agree- 26%</p> <p>Strongly Disagree- 4% Disagree- 4% Neutral- 28% Agree- 42% Strongly Agree- 22%</p> <p>Strongly Disagree- 8% Disagree- 16% Neutral- 32% Agree- 30% Strongly Agree- 14%</p>

2.	Occupational Safety and Health	<p>A.) Presently developing a system measuring OHS in the organisation.</p> <p>B.) Developing a support structure for employees as they return to work and adjust to the new circumstances and emotional challenges brought by the COVID-19 epidemic.</p> <p>C.) Creating a plan for a healthy workplace that protects employees from COVID-19-related dangers like exposure and transmission.</p> <p>D.) Employee mental health is prioritised in order to create supportive settings, which leads to increasing psychological demands.</p> <p>E.) Developed and distributed safety response rules and procedures to employees.</p>	<p>Strongly Disagree- 4% Disagree- 12% Neutral- 30% Agree- 44% Strongly Agree- 8%</p> <p>Strongly Disagree- 12% Disagree- 20% Neutral- 24% Agree- 34% Strongly Agree- 10%</p> <p>Strongly Disagree- 2% Disagree-2% Neutral- 8% Agree- 58% Strongly Agree- 30%</p> <p>Strongly Disagree- 8% Disagree- 8% Neutral- 22% Agree- 48% Strongly Agree- 14%</p> <p>Strongly Disagree- 8% Disagree- Neutral- 28% Agree- 46% Strongly Agree- 18%</p>
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3.	Organisational Structure Refinement	<p>A.) Employee productivity has increased as a result of remote working, which has become a new revolution.</p> <p>B.) Remote work practises are aligned with the organisational structure.</p> <p>C.) To speed up decision-making in remote working, the organisational structure must be simplified.</p> <p>D.) The achievement of strategic goals in relation to departmental goals can be accomplished through remote working.</p> <p>E.) Working from home provides more freedom and agility in the workplace.</p> <p>F.) Optimising organisational design leads to improved financial performance, employee happiness, and staff satisfaction.</p> <p>G.) Optimising organisational structure can provide a long-term competitive advantage.</p>	<p>Strongly Disagree- 4% Disagree- 8% Neutral- 8% Agree- 54% Strongly Agree- 34%</p> <p>Strongly Disagree-4% Disagree-8% Neutral-28% Agree-46% Strongly Agree-14%</p> <p>Strongly Disagree-4% Disagree-4% Neutral-22% Agree-58% Strongly Agree-12%</p> <p>Strongly Disagree-8% Disagree-13% Neutral-32% Agree-42% Strongly Agree-5%</p> <p>Strongly Disagree-4% Disagree-12% Neutral-15% Agree-58% Strongly Agree-11%</p> <p>Strongly Disagree- 4% Disagree- 24% Neutral-24% Agree-54% Strongly Agree-22%</p> <p>Strongly Disagree- 8% Disagree- 8% Neutral-16% Agree-58% Strongly Agree-18%</p>
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### IV. DISCUSSION AND FINDINGS

- A. There is a need to develop a certain defined set of values and norms for the goal of building organisational refinement centred on building an inclusive culture, according to 38% of HR professionals, because employee values affect what they consider significant and useful. Each value is associated with a set of beliefs and perspectives about the world. This could have a negative impact on one's health. Bringing consistency to values can have an indirect impact on happiness by affecting the activities that people with diverse values choose in the workplace.
- B. The refinement of culture in post covid should be aligned with the organisational as well as inter departmental processes, which portrays the organization's culture as the result of interactions among personnel who have been working together for a long time, according to 42 percent of HR professionals. Culture refinement can be accomplished through affecting beneficial changes in the organization's ideology, principles, policies, and beliefs. In its own distinctive way, the management style of dealing with employees adds to the culture of the company. Employees who have worked at a company for a long time desire to set distinct standards and practises for their personal comfort and mutual understanding.
- C. The refinement of organisational culture, according to 34% of HR specialists, brings accountability in employee behaviour. In these times of pandemic, it is critical that, despite remote working, employees maintain the same level of productivity in their work as before, and thus the focus should be on establishing a culture that promotes more adaptability and reactive processes across the board, so that employee productivity is not hampered even if the workforce is not working from offices, and thus a culture that promotes similar accountability in the heart and soul of the organisation.
- D. The most important component, according to 42% of HR professionals, is that these cultural refinement improvements should be communicated strategically to employees, as organisations should convey each and every change to their employees because adapting to such a new shift will take time. A healthy and timely communication from top leadership will not only improve long-term sustainable relationships with employees, but will also boost workforce productivity by focusing on trust and empathy in the minds of employees about why this change is actually imminent and critical for their success.

- E. According to 30 percent of HR professionals, the effectiveness of any change in culture refinement following the Covid period should be measured using the right metrics, which will measure the three best possible impacts on individual employee performance, organisational performance, and performance measures. Measuring the success of cultural change requires determining whether the culture refinement change management actions done resulted in positive consequences. Quantifying the proper set of required skills and capabilities in conjunction with new ideas and methods will lead to behavioural and performance changes, as well as new ways of thinking and culture modifications.
- F. When it comes to developing a system that is measuring Occupational Health and Safety, 44 % HR professionals strongly felt that to build a system of measuring the employees health and safety as when employees prepare to return to work, organisations must consider putting in place the appropriate safeguards to protect their safety and well-being. This involves an emphasis on bodily well-being as well as emotional and mental well-being. Installing sensor-based devices around the workplace, in addition to employing social distancing techniques, is a wonderful method to minimise physical contact and lower the danger of the virus spreading. HR professionals should help all workers, past and present, by implementing mental wellness programmes, providing round-the-clock support to those who need it, and promoting awareness through the distribution of vital information via safety manuals and standards.
- G. A support structure for employees should be developed in the organisation, according to 34 percent of HR professionals, to assist them deal with their emotional difficulties and adjust to new realities when they return to work. Employees suffer not only bodily but also emotional harm as a result of the pandemic. In these unique times, a system that provides emotional support to employees managing their psychological stability is required.
- H. 58 percent of HR experts agree that creating a plan for a safe workplace that protects employees from COVID-19-related hazards including exposure and transmission is important. It is critical to create a safe and secure work environment that protects the physical and mental health of the organization's personnel.
- I. 48% of HR professionals focused on mental health for supportive settings, resulting in increasing psychological demands that affect how employees think, feel, and act. Employees who work for companies that care about their mental health and well-being are more likely to be engaged and enthusiastic. These conscious and responsible companies will emerge over time, based on a strong culture that draws all stakeholders together in times of crises.

- J. 46 percent of HR professionals have created and communicated safety response rules and procedures to their staff. The workplace should design an occupational safety and health policy programme as part of the Safety Statement required by Section 20 of the Safety, Health and Welfare at Work Act 2005, and should have incorporated policies during and after covid scenarios. Effective safety and health policies should lay out a clear path for the organisation to follow. They will contribute to all aspects of business performance as part of a demonstrated commitment to continuous improvement. Responsibilities to people and the workplace will be met in a spirit and letter according with the law.
- K. Remote working, according to 54% of HR professionals, has become a new revolution that has increased employee productivity. The mix of tasks performed in each occupation, as well as the physical, geographical, and interpersonal location, all influence the capacity to work from home. During the pandemic, employers also realised that, while some jobs can be accomplished remotely amid a crisis, they are substantially more effective when completed in person. Building customer and colleague relationships, employing new personnel, negotiating and making crucial decisions, teaching and training, and work that benefits from cooperation, such as innovation, problem-solving, and creativity, are all examples of these activities.
- L. 46% of HR experts believe that organisational structure should be linked with remote work procedures; this is critical to ensure that remote working follows the same organisational rules, conventions, and work ethics behaviour as in-office work, so that productivity and efficiency are not affected.
- M. A simplification of organisational structure, according to 58 percent of HR professionals, is essential to speed up decision-making processes in remote working. By empowering people and developing a flat, efficient, and transparent structure, Organization Simplification strives to de-clutter the workplace. Even in the case of remote working, when there is a high likelihood of numerous uncertainties, a streamlined organisational structure will increase the system's productivity.
- N. The achievement of strategic goals in relation to departmental goals can be achieved in the context of remote working, according to 42% of HR professionals. Managers must be exceedingly careful to ensure that goal-setting takes into account the remote working environment, in which organisational goals and objectives must be linked to departmental goals, as well as individual targets and key performance indicators. Effective remote managers have learnt to adjust to shifting schedules and procedures so that their

employees are even more productive than they were in the office, achieving corporate goals while keeping a flexible lifestyle.

- O. Remote working, according to 58 percent of HR experts, allows for more flexibility and agility in the workplace. Workplace agility is defined as the capacity to perform quickly, smoothly, and consistently in the workplace. When more workers work from home or on the road, the organization's productivity should not suffer. Employees should be able to work from any location, at any time, and in any manner they like. Provide employees with the tools they need, from collaboration suites to virtualized desktop environments. It will be easier to achieve organisational efficiency if you create a flexible workplace that is enabled and supported by technology and information technology.
  
- P. HR professionals highlighted 54 percent of the time. Better organisational design will result in improved financial performance, employee happiness, and employee satisfaction. Managers must ensure that effective structures, governance, and roles are in place, all of which must be governed by a set of design principles that are aligned with the company's strategic goals. Supporting informal networks and developing a culture of continuous improvement are other important steps in ensuring that the required talent and skills flourish in a future-ready workforce. Managers should also focus on establishing rigour in performance management goals, encouraging efficient decision-making, and ensuring that processes and technology support rather than hinder their teams' success.
  
- Q. One of the most difficult tasks facing modern organisations is ensuring that corporate strategy and organisational design are firmly aligned. According to 58 percent of HR professionals, optimising organisational structure can provide a sustainable competitive advantage, and the entire focus should be on ensuring that corporate strategy and organisational design are firmly aligned. According to conventional wisdom, it is critical to first determine the corporate strategy and then re-align the organisation to carry it out. Fixed and functional strategies are more likely to emerge in organisations organised around functions. Businesses that are organised around geographies are also more prone to develop fixed geographic strategy. Aside from the lack of flexibility, both are easy for competitors to copy and will likely impede the long-term implementation of distinctive tactics and performance.

## VI. RECOMMENDATIONS

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1. The Indian IT sector had experienced rapid expansion, with huge increases in manpower occurring both organically and as a result of acquisitions. Previously, employers made hiring decisions based on current business needs, such as transitioning from a physical to a virtual work environment, which had an impact on overall work culture. Priorities have shifted to employees' mental and physical well-being, as well as remote work engagement, with individual managers and departments making their own decisions. This research will aid IT organisations in fine-tuning their organisational structure and culture in light of changes in distant working environments, which are fraught with unknown risks in the post-covid era.
2. This research will also assist employees in comprehending the organisations' new strategic intent, which is centred on their vision, mission goals, and objectives, as well as meeting their expectations without jeopardising individual productivity in remote work and maintaining a perfect work-life balance.

### **VII. LIMITATIONS AND FUTURE SCOPE OF STUDY**

There are certain limitations to the research that was done. The first limitation is the choice of a very small sample size, which is due to a lack of time. The study might have been enhanced by selecting a large sample size of various HR professionals as well as other stakeholders, which would allow for more comprehensive analysis. Second, the narrow scope of choosing only Indian IT industries and not IT startups could be a restriction. The inclusion of IT industries in this study will provide a unique perspective, as well as improved comprehension and outcomes.

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