

CHANGING ROLE OF HR DURING COVID-19 PANDEMIC

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Abstract: COVID-19 pandemic has disturbed organizations and made HR personnel to think differently by considering new normal norms like social distancing, new work conditions that they may never have envisioned. To stop the spread of the coronavirus, organizations have changed to a Work from Home Model (WFHM), Remote Connections (RC) at a rate and scale, monitored and controlled by email and video conferencing. Sum and substance, HR Managers role has become more crucial and need to accomplish troublesome work under these unprecedented conditions. HR is worried about employee's wellbeing and prosperity during the pandemic; they are under the strain of handling the deskwork and giving comfort to the large number of laborer's simultaneously. HR has consistently been the front liner for workers and the HR's job in observing and keeping up has gotten significantly. Traditional HR is being supplanted with a comprehensive methodology utilizing trend setting innovations and being human driven too. HR managers are literally doing war with the difficulties of reclassifying their techniques on administration, ability, assorted variety while assessing their operational adequacy. The world stands up to different emergencies and COVID-19 being the greatest one right now which has hit the entire world and its economy. In this scenario, this research paper emphasized on role and challenges of HR during the pandemic.

Key Words: COVID-19, Organizations, HR Personnel, Work from Home (WFM), Administration, Remote Connections (RC).

I. INTRODUCTION

As the Coronavirus receipts done the Worldwide, similarly, can HR bests assistance businesses achieve the disaster. Willpower or to resolve the unintentional tactics of handling professional overlays the method and techniques for convalescing incorporation of humanoid and digital workforces? These remain supreme periods, maddening aeras and unchartered topography for all of us. COVID-19 has engaged the universally by whirlwind and elated out a new typical as to in what way organizations accomplish the professional. Organizations universally remain embarking upon swift issues of possession staffs safe, approving optimum operation of staff, and perpetuation the stamina of professional processes. However, of the case, companies unanimously are going out of their ways and accountability their greatest to approve amalgamated circulations and dependably advance efficacy even throughout these bizarre circumstances.

Today, HR is no lengthier working behind padlocked doors and is a critical part of driving the

company's accomplishment. During these unparalleled times, the role of HR leaders converts all the more imperative and they are predictable to respond rapidly and lengthily, bearing in mind proximately, short-term, and long-term implications of this universal calamity. Therefore, there is burden on HR from the standpoint that it takes into interpretation the following:

Table-1: Role of HR from Standpoint

The demand-supply disruption, productivity or Profitability challenges
Being able to deal with the new paradigm of recruitment freezes
Bringing onboard new methods and practices for Virtual work zones
Formulating policies for managing culture and productivity in light of the current disruptions
powering e-learning as a key tool for learning and development practices in the organization
Since the workspace is virtual, capturing time and

powering employees to project manage independently through an effective tool or mechanism

Adopting technology that will quickly power these practices and enable a collaborative workspace
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The silvery lining is that organizations rapidly retorted and allocated with the extraordinary consequence. Numerous companies had originated work from home, realized travel limits, and molded catastrophe management teams, which facilitated them, endure their processes cohesively. While these circumstances were unpredicted and unexpected by everybody, the ones who were ready in advance were talented to transit effortlessly. Between these, the bulky technology firms mounted ahead of others and proximately swapped to isolated working for all their operate. Envisage how easy the evolution to isolated working would have been if every organization was well-prepared in advance! That is the command and policy change tasks that we predict for the HR leaders and the industry to confirm that their organizations are ready for every contingency.

II. RESEARCH BACKGROUND

In the present scenario, companies/HR heads should use next-gen HCM (Human Capital Management) explanations to safeguard such disruptors do not influence work and figure in systems and plans to confirm work efficiency is not vulnerable while taking into account employee well-being. It is time HR comprehends what keeps people complicated, what drives creative workplaces, and what empowers a factual merging of human competence with technology. It is accurately alleged that the future of HR is at this juncture, and it is now! 'Modification is the only constant' and companies who will acclimatize bestowing to this global change will survive and the rest will be history. Numerous business purposes transversely industries have remained tremendously wedged, including Aptitude Recruitment or Attainment.

1. Topmost 3 businesses/ industries fronting the major hiring tasks
2. 6 significant hiring tasks tackled by companies throughout the Coronavirus crisis.
3. Explanations to aid businesses endure hiring entrants or candidates securely in the least.

Biggest Recruitment Challenges faced by Modern Recruiters

- Construction of a robust Employer Brand.
- Lack of qualified candidates.
- Increasing candidate reach.
- Aiming passive candidates.
- Enticing the right job candidates.
- Construction talent pools proactively.

The recruitment process determination alteration after the pandemic. Once the business unlocks and you twitch hiring, you'd comprehend that gears remain not the similar or identical. Definitely we all will see that the COVID-19 pandemic has flickered long-term vicissitudes in the recruitment procedure. Incase if we see old recruitment approach will not work, and you'll necessity to consume a new hiring approach or policy— the one that's pertinent, and can be professionally executed – or different, you'll jeopardy of trailing patrons. Recruitment Tasks That Businesses Obligation Address Now to Hire Efficiently Post-Pandemic. If you want to hire efficiently afterwards this crisis ends, you must agree to take that vicissitudes are predictable, and it's imperative that you integrate these variations in your recruitment tactics

- The effects of the coronavirus on the worldwide economy will last for years to derive.
- Technology will show an ever-increasing protagonist in all business segments.
- The augmented usage of technology will make skills holes.
- The prevailing operate will need counseling to admit the modifications or alteration.
- Drill to upskill employees will be vital to certify they endure nimble and malleable.
- Staffs who are not talented to acclimatize to these vagaries will have to be placed off.
- The skill holes may consume to be filled by hiring isolated workers.
- Inaccessible teams will be extensively diverted.
- The recruitment approach or strategy will need to have a hiring development in place for isolated workers.
- Companies will need to propose a budget for capitalizing in technology to provision

remote teams. Jump concocting currently for tomorrow's world

Deliberately these questions at this time:

- What's your company successful to look like in the post-pandemic form? When you have a sagacity of your company's upcoming look, you can work retrograde and hire consequently.
- Remain sufficiently functioned for the post-pandemic version of the company? If not, numeral out what you essential to do to get people onboard
- Is your company successful to brand work from home the new standard? If yes, then you need to plan policies, capitalize in technology, and comprise isolated hiring in your recruitment policy. Tactics to Cope with Recruiting When Pandemic Split ends

Taking stepladders today to prepare for tomorrow's hiring requirements will help you get up to swiftness or rapidly. Use this time to plan and maneuver and you ought to be ready to go frontward.

1. Take a step back and evaluate recruitment strategy.

Now is a countless time to re-evaluate your present hiring tactics. Is it actual in fascinating the right people, did you have onboarding glitches? Do you have in height turnover? Evaluate your current hiring performs and find ways to recover it.

- Review your prevailing workforce or staff. What skills or services your current team has and what skills or services you need post-COVID-19 to carry out skills assessments and work towards minimizing the skills opening.
- Review job descriptions, job placement or posting, and team constructions to adapt to the varying work dynamics.
- Look for occasions to get improved at hiring, interviewing candidates.
- Classify ways to assimilate technology to rapidly up and improve your staffing process.
- Come up with key solutions to recover your candidate experience or involvement too.

- Study strategies to make room for isolated teams

2. Keep poignant forward.

During these inexact times, the solitary way onward is to go through it. Recruiting may not be a top importance right now, but things are successful to be normal in the future, and that's why recruiting should not halt. So, you need to

- Regulate your hiring process and goalmouths accordingly.
- Be nimble and position your company to find the best talent

3. Stay linked with your target audience

Were you hiring before COVID-19 occurred? If yes, then you were perhaps accepting job applications. Even though you might not be hiring now, keep in trace with the candidates. So, when this pandemic end, there will be no communication gap between you and the candidates.

- Keep the communication networks open and let them know your existing condition.
- Use emails, social media, and other communication podia to stay linked with your target audience and keep them rationalized about your company rank.

4. Use this specific time to let your employer brand do the conversation

Take benefit of the current or existing chaos to confirm that your employer brand upholds its forte. Highpoint the ethos or philosophy or culture at your work is instable from an office environment to a home atmosphere. Virtually all your employees are working from work.

Ask them to share stories grounded on a culture of collaborations and closeness – how they go out of the way to assistance one additional in these problematic times. Get your leaders to take the message about how the company has altered or changed its track to confirm employee safety, recruit fund drives, etc....

5. Modify your recruitment technology to rapidity up and recover your recruitment procedure.

Concoct your technology to rationalize or streamline your hiring progression. Use tackles like Zoom, Google Hangouts, and Skype to stay associated and take interviews. Whereas, recruiting through video, don't overlook to do a pilot run beforehand the definite interview to evade technical glitches. Use an operative applicant pursuing system like flawlessly grip the end-to-end recruitment series. The vicissitudes we understand in recruiting currently is now to stay for an elongated time, and hiring will perhaps not ever be the similar or identical again.

III. KEY RECRUITMENT CHALLENGES AMIDST COVID-19

1. Construction of a robust Employer Brand: An irresistible mainstream 75% of job searchers reflects an employer's brand beforehand even smearing for a job in instruction to figure employer brand, you need to outline and tool an actual employer branding strategy. Later need to express a convincing tier about the company. Vitrine the company philosophy and get applicants enthusiastic to join the team. Generate a good-looking, approachable and proprietary profession spot, where you can contemporary your employer brand and demonstration applicants why your company is a countless place to work. By presenting photos of your employees and your workplace, partaking employee recommendations or testimonials and the interesting developments or projects and new technologies at workplace.

Absence of qualified candidates:

Expanding candidate reach:

Targeting passive candidates:

Attracting the right job candidates:

Constructing talent pools proactively:

Inefficient talent obtaining:

Providing memorable Candidate Experience:

If we look to the "Career Arc's candidate "Experience Learning discovered that nearly 60% of job seekers have had a poor contender experience. As an outcome:

- 63% of these contenders discard a job offer (Source: Software Advice)
- 72% of these applicants tell others about it, either online or in-person (Source: Career Arc)

- 64% of these applicants stop acquiring goods and services from that employer (Source: Career Arc).

Sl. No.	Percentage	Source
1	63%	Software Advice
2	72%	Career Arc
3	64%	Career Arc

In short, if you don't improve your applicant knowledge or involvement, there will be a risk trailing or losing not only top applicants, but also reputation.

2. Engaging with active and passive job seekers: Incessant applicant appointment determination is a crucial or important towards recruiting achievement or accomplishments in 2020. Contender appointment is the procedure of repeatedly collaborating with your applicants. Goal is to get probable applicants absorbed in occupied for the company and retain them affianced until the right job chance comes up.

3. Hiring for diversity and inclusion: Hiring for diversity and addition will be precedence for HR professionals in 2020. However, rendering to LinkedIn's research, 78% of HR professionals say that diversity is the top tendency impacting how they hire. Furthermore, 67% of job seekers said a diverse workforce is important when considering job offers, as reported by Glassdoor

Sl. No.	Percentage	Source
1	78%	LinkedIn's research
2	67%	Glass door

4. Eliminating Bias: Resumes with white-sounding names obtain 50% more calls for interviews than indistinguishable resumes with black-sounding names.

5. Ensuring easy team collaboration: Freshly, a talent acquisition field has been undergoing a shift from traditional hiring models toward collaborative hiring methods. Contemporary hiring procedure is built on the actual collaboration amid executives, hiring managers, recruiters, also recruitment marketing professionals and IT experts too. Moreover, people working at all from different flanks of the universe, confirming actual team teamwork is flattering more and more stimulating.

6. Streamlined selection process: Even nevertheless several companies fight with fascinating and attractive high-quality interviewees, certain motionless haven't been talented to streamline, abridge and mechanize their hiring procedures.

7. Choosing the right candidate: According to Career Builder research, 74% of employers acknowledge they've hired the erroneous person for a position. This originates as no astonishment seeing that up to 78% of resumes are deceptive and up to 46% comprise actual lies, according to Criteria Pre-Employment Testing's research. Unfortunately, a bad hire can charge a company uphill of \$50,000, as stated. A bad hire can source a important loss in income, productivity and cause problems with employee morale and client relations.

Sl. No.	Percentage	Source
1	74%	Career Builder research
2	78%	Criteria Pre-Employment Testing's research.

8. Hiring faster: To snatch top contenders, need to hire fast. How fast? According to ERE Medis's research, top contenders stay obtainable on the job market for **10 days solitary**. Robert Half's research has likewise originated that a whopping 57% of job seekers lose interest in a job if the hiring process is long-lasting. Inappropriately, 70% of companies take anywhere between 1 to 4 months to make a new hire, as reported by LinkedIn.

Sl. No.	Percentage	Source
1	57%	Robert Half's research
2	70%	LinkedIn.

The Ways COVID-19 Has Changed the Recruitment: How did COVID-19 change the recruitment industry, job market and the way we recruit? Are these changes here to stay? Did COVID-19 really change the face of recruitment forever? What will the future of recruitment look like?

IV. IMPACT OF COVID-19 ON RECRUITMENT

A recent coronavirus pandemic has definitely changed the recruitment industry.

There are actually 3 key changes here:

1. Change in the hiring needs of companies.
2. Change in the way we recruit.
3. Changes in the job market.

Did COVID-19 really change the face of recruitment forever?

How exactly did COVID-19 change the hiring needs of companies? How did it change the way companies recruit? And what impact did the COVID-19 pandemic have on the job market?

And, more importantly, are these changes here to stay?

What effect will COVID-19 have on recruitment in the long run? Will it spark long term changes and completely change the recruitment industry and the way we find, attract and select talent? Or will we soon go back to "business as usual"?

1 COVID-19 has changed the hiring needs

How did COVID-19 change the hiring needs of companies? First of all, COVID-19 has changed the hiring needs of most companies. However, this impact was very different for different industries. In most industries, there has been a decline in hiring, but in some, the demand for new people has soared. Due to the lockdown and isolation policies that were implemented in countries across the world, many companies have been forced to shut or downsize. As a result, many organizations have put their recruitment on hold until the crisis ends. So instead of hiring, a lot of companies have gone into a hiring freeze due to the uncertain future. Many have even been forced to fire their employees.

There have been mass layoffs and a significant reduction in working hours across industries, especially in industries like travel and tourism, hospitality, entertainment, etc...While the coronavirus has had a devastating effect on many industries and forced them to downsize their workforce, some other industries are seeing the exact opposite effect. Industries such as health care, food and pharmacy retail and supply chain industries have faced a huge sudden need for their services. To be able to satisfy that sudden increased demand in their services, these companies had to hire a lot of additional employees.

2 COVID-19 has changed the way we recruit

What does the current recruitment process look like? During the lockdown, when restrictions were introduced to stop the spread of the COVID-19, companies who wanted to continue hiring had no choice but to change their recruitment processes and adapt to new social distancing norms. In order to protect the health of their recruiters and candidates, as well as their families, companies had to shift to virtual recruitment.

Shifting the whole recruitment process fully online was a huge challenge for most companies. However, some companies had to make just a few minor changes in their recruitment process. The difference between these two groups of companies was their use of technology for companies that relied on an old school manual, face-to-face recruitment process, switching to fully online recruitment was a real nightmare. They were lost in a million excel tables, emails, phone calls and lacking appropriate tools to organize and streamline their hiring process. On the other hand, companies that used recruitment software prior to the COVID-19 were able to adapt quickly and easily and their transition to a fully virtual recruiting was a smooth sail. Most of them just replaced face-to-face interviews with live video interviews, while the rest of their hiring process remained the same as it was before the COVID-19.

The Key Recruitment Tasks or Challenges Triggered by Coronavirus: The coronavirus outbreak hampered employers' hiring proposals. Several employers are stopping their hiring plans up until they see how the condition or situation will develop. Some of them have no alternative or option but to shut down their business and fire their

employees. Recruiting in time of COVID-19: Key challenges Here are the crucial recruitment challenges caused by coronavirus pandemic:

- Firing instead of hiring
- High volume hiring
- Difficulties filling jobs
- Digitization of recruitment
- Hiring budgets cut.

V. CORONAVIRUS CHALLENGES FOR RECRUITERS

1. Companies are firing instead of hiring: The greatest challenge in the recruitment industry right now is quite apparent: Some companies are firing as an alternative of hiring. Rendering to recent research from worldwide "Risk management and advisory firm Willis Towers Watson, 42% of surveyed organizations have frozen or reduced hiring". As a Substitute of hiring new employees, they are compelled to fire their existing employees expected to the coronavirus crisis. Nevertheless, "some companies" since certain industries have been hit down particularly tough by the coronavirus pandemic. Industries that are more vulnerable to coronavirus economic shocks than others are:

- a) Travel and tourism
- b) Hotels, bars and restaurants
- c) Entertainment (cinemas, theme park, casinos)
- d) Business conferences and trade shows
- e) Manufacturers (those that haven't received vital parts from China).

2. Need to provide a high-level volume of applicants or contenders for specific or particular positions: Despite the fact that the coronavirus crisis is fatal deadly for the above-stated industries, it suggests a sudden opportunity for some other industries. Various companies have been in need of supplementary workforce in command to backing the growing need for their essential services. For example, job openings for cleaners are shoot down through the roof. Coronavirus is triggering or affecting a 75% spike in need for new hires in this sector, correspondingly to the online jobs marketplace ZipRecruiter. Postings for work at hospitals and other health-care jobs have also increased by 35%, corresponding to LinkedIn's report. Other industries

that are comprehensively hiring through coronavirus crisis are:

- Shipping and delivery companies
- Grocery stores and delivery services
- Online learning companies
- Remote meeting and communication companies
- Childcare providers.

The whole universe largest retailer Walmart said that the request for everyday goods such as food and house essentials had flowed to the point that they essential need to hire 150,000 workers to grip it. Amazon is likewise levitation wages and initial 100,000 new positions to confirm its transport network can endure the coronavirus pandemic.

3. The hitches or difficulties receiving applications:

If you're working in a company that is constant or current working comparatively usually and you make sure compulsory a hiring freeze, you'll probably have difficulties filling your open positions, especially those that were already hard to fill before the coronavirus pandemic.

In February 2020 there was a 47% decreased of applications on average across all industries compared with February 2019, according to Wave Track's report. This decrease is expected to produce even supplementary over the next few months.

4. COVID-19 & Work from home status: is remote work now to break?

Employed from home is the new-fangled standard now. Nevertheless, is it now to stay? Or is it fair or impartial a temporary resolution to the COVID-19 pandemic? Will this worldwide remote work trial or research wholly change the method & techniques we live and work? Is the future or forthcoming of work?

How many individuals worked from home before COVID-19?

Solitary about 7% of U.S. employees frequently worked from home earlier the COVID-19.

- According to a statement or report by the "Pew Research Center based on data from the Bureau of Labor Statistics" most

recent National Compensation survey, only 7% of employees in the U.S. obligated admittance to a "flexible workplace" advantage or telework.

In Europe, it was comparable, with maximum countries partaking up to 10% of isolated employees. Approximately countries obligated a abundant higher percentage of remote employees, and by much advanced, I mean up to 20%, for example, Sweden, Netherlands and Denmark etc...A 2017 study of 30 European countries originate that 23% of Danes, 21% of Dutch and 18% of Swedes worked from home.

It is significant to note here that employees who worked tenuously even before the COVID-19 were typically managers, white-collar professionals and extremely paid. In the pre-coronavirus pandemic globally, isolated work was a top advantage earmarked or reserved frequently for C-level suite. In additional indication that remote work was a required or wanted after the advantage or benefit, was this very stimulating stat originate by Gallup's research showed at the beginning of January 2020, just a few months before the COVID-19 pandemic:

- 54% of office workforces or labors would be enthusiastic to quit their job for one that permits them to work remotely, Gallup's research has found.

5. REMOTE WORK- SOUGHT AFTER PERK:

Earlier the COVID-19, remote work was an extremely required subsequently perk obtainable mostly to C-level suite. Nevertheless, then originated the coronavirus - and the whole thing altered or transformed.

How many people work from home during COVID-19?

The COVID-19 pandemic takes forced millions of individuals all around the universe into their homes and gave them not at all supplementary or additional choice, but to work remotely. Then how many people precisely are working from home, since of the coronavirus.

- Around two-thirds of Americans stand working remotely now due to the COVID-19, rendering to numerous independent sources.
- 64% of US employees are working from home now, rendering to research

conducted by SHRM's COVID-19 Business Index.

- 62% of employed Americans currently roughly or approximately they are working from home throughout the crisis, as found by a recent Gallup's research.
- 60% of US employees have swapped or converted to remote work since, of the COVID-19 pandemic. Consequently, here we are, working remotely. But will it break that way? Has COVID-19 totally altered the way we live and work? Is the forthcoming or upcoming of work - remote?

VI. CONCLUSION

The experience of the COVID-19 crisis has showed again that useful knowledge of HRM, which could inform and support management practice, remains dispersed and fragmented. There are many reasons for this, yet we cannot answer the 'big questions' unless we share knowledge and collaborate in multidisciplinary research. As the crisis is rising day by day, there a dire need to establish network of teamwork like communication teams, remuneration team, Decision maker teams, personnel teams irrespective of locations to fight against this COVID-19 conditions, though behavioral aspect of HR leaders are fulfilling their criteria to combat these odd circumstances to full extent, still compassion, communication, care and change is a lesson for managers from Corona Virus contagion. The think about next horizons for reemergence of organizations should focus on five stages for today and for future are - Response, Resilience, Return, Reform & re-imagination while justifying these all with behavioral science by HR professionals. The COVID-19 crisis, as a global shock, illustrates once again that HRM researchers have an opportunity – but also the shared responsibility – to make a difference. They can do so by providing inspired responses, grounded in state-of-the-art scholarly work, to the grand challenges of our time.

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