

Impact of Covid-19 on Employees of Companies in India

Nitu Bharti

Research Associate
MBA in Human Resource and Finance
Bengaluru, India
bharti.nitu@gmail.com

Dr. Shekar Babu PhD

Professor & Founding Head, Department of Management
Amrita Vishwa Vidyapeetham University
Bengaluru, India
sb@amrita.edu

Abstract

The outbreak of Covid-19 across the world is the biggest concern for all the countries. Controlling the Covid-19 virus outbreak is very challenging and India has managed the pandemic through strict measures. This research explores the impact on employees working in companies in India. The researchers extracted data from various Research journals, Articles, and Newspapers. This study presents the Impact of Covid-19 on employees of various companies in India and measures taken by different companies in the field of safety, healthcare, Wellbeing Allowances, financial aspects, and how many companies are thinking beyond their own staff to cope up with the difficult situation and impact of Covid-19. This study answers different research questions like how companies are managing their work in this Covid-19 pandemic situation in a comprehensive manner. Based on the theoretical underpinnings of Employee Engagement, the researchers explore the various engagement aspects by companies in India.

Keywords

Covid-19, Employees, Indian Companies, Employee Engagement.

1. Introduction

Covid-19 or Novel Corona Virus was declared as a worldwide epidemic as well as a pandemic by the World Health Organisation at the beginning of the year 2020 due to infections by humans. The Covid-19 pandemic caused a loss of economy, health, and human life in India. The government of India has utilized its existing pool of resources to its full extent to tackle the impact. Covid-19 impact in India ruined the economic activity of industries and businesses across various sectors. Many lost their jobs and some companies deducted the salary of their employees. There were multiple effects like people reducing their expenses, impact on demand and hence supply and increase of market goods. This also led to increasing in unemployment. Millions of workers were forced to select government-supported job schemes from various sectors. Private sector also joined the bandwagon on supporting the workers. Big tech firms such as Microsoft, Accenture, Tata Group, Reliance Group, Walmart, Google, Amazon, and many other corporate sectors pledged their support.

COVID-19 brought dire need to strengthen the engagement level of employees, and human resources (HR) of organizations were adversely impacted with Covid-19. The corporate world was undergoing all aspects like layoffs, furloughs, and resignations. Some companies had to adopt the dismissal of employees (Kumar 2021). The Covid-19 put employees of India in a despondent situation. Many companies took initiatives to minimize the impact on employees like employee's safety, redefining seating arrangement, introducing shift system work, virtual meetings, introducing cleaning protocols through frequent and regular sanitization as well as facilities of hand sanitizers, use of access cards instead of biometric and work from home.

The economic activity of India got badly impacted by the Covid-19 pandemic because of which thousands of people lost their jobs, or the major part of their incomes, in a very short period of time (Bapuji et al. 2020). Apart from reduced

wages, there is a reduction in nonfinancial compensation of employees like payment for performance practice and employment relations. For instance, health benefits and life insurance, pension, savings plan, paid sick leave, and bonuses (Bapuji et al. 2020). Many corporate sectors have responded to Covid-19 crisis challenges by taking initiatives towards their employees in the field of healthcare, safety, and well-being allowance. Some companies donated equipment, funds, Oxygen containers and cylinders, ventilators, masks, sanitizers, arranged beds for covid-19 patients, and by feeding the hungry and the poor in this pandemic situation.

In this paper, various companies in India are analysed via journals, articles, blogs, newspapers, and social media which have taken different measures for healthcare, safety, and well-being allowance for their employees.

1.1 Theoretical Foundation

During Covid-19 pandemic situations, human resource managers played a very important role by continuously evolving creative, effective, and innovative ways to engage the employees healthily. Engaged employees of the company have a pragmatic attitude towards work and a high level of enthusiasm that brings excellence in their work and keep them committed to their company's goals and values. Companies know that workers who are completely engaged will lead the way to higher productivity, which leads to more customer satisfaction resulting in improvements in business and profit in the company (Chanana and Sangeeta 2020). According to the study in which Kahn (1990) described that engagement reveals the physical and physiological presence of performing an institutional role. Psychological conditions of availability, security, and meaningfulness are the three frames that assist engagement to grow in a firm, and engaged employees express and engage themselves cognitively emotionally, and physically in their role performances. Employee engagement is the individual's satisfaction, involvement, and enthusiasm for work (Harter et al. 2002). It is closely related to prosperity, job involvement, and sentiments (May et al. 2004). The engagement of employees is composed of two important aspects, organization engagement and job engagement (Saks 2006). Companies that reinforce employee engagement, communicate with their employees honestly and accurately, wisely manage talent, and at the right time will sail through the current market turmoil and be successful in the future (Robison 2009). The two essential things among organizations and employees are Confidence and Communication. This amalgamation among the company and the workers is a necessity as both can deliver outstanding in their achievements (Sarangi and Nayak 2016). Organizations and their workers are reliant on each other to fulfil their ambitions and targets (Chanana and Sangeeta 2020). In this paper, the researchers utilize the employee engagement theory of Kahn as the theoretical foundation. The researchers utilize all the three constructs exposed by Kahn (Kahn 1990).

1.2 Research Objective

The main goal of this research study is to focus on the impact of Covid-19 on employees in India and explore the various Employee Engagement initiatives by Indian companies.

2. Literature Review

2.1 Impact of Covid-19 on different Companies in India

Most companies were impacted due to Covid-19. E-commerce firms are struggling because of lockdowns, manpower issues, supply chain constraints, a surge in demand and delivery timelines. BigBasket has not only seen a surge in demand but also its delivery struggles. At Big Basket, though the company was challenged with shorter delivery timelines, the company provided a special 14 days privilege leave for Covid-19 infected front-end and warehousing staff workers. (Shinde 2021). In contrast, pharmacy companies which make nutraceuticals or food product containing health giving additives, supplement and preventive wellness products are witnessing a demand this financial year. (Bhushan and Anand 2021).

2.2 Measures taken by different Indian Companies in the field of Safety for their Employees

At ITC, for the safety of employees implemented social distancing measures like staggered lunch breaks with social distancing seating, a roster-based system at their workplace, sufficient space given between two workstations, more space between two seats in meeting rooms, restricted gatherings at common areas, marked off standing areas at entry and exit points and within elevators, and restrictions on the physical movement of employees between floors. The company allows its visitors only in specially designated Covid-19 rooms. (Dave and Shukla 2021). IT major Capgemini allowed only less than 10% of employees to office and only those who are working on very critical client projects. Around 95% of the employees are working from home and the company plans to continue until the company is sure these measures are safe for their staff to travel or come to work every day. (Dave and Shukla 2021). At Dabur,

all its three factories operated during the lockdown and in spite of significant expenses the senior management developed a message ‘protect employees first, expenses are secondary’. (The Dave S, and Shukla S. 2021). E-commerce companies and Amazon implemented the safety of their customers and their associates as a high priority across all network operations to enable faster deliveries. (Shinde 2021).

2.3 Measures taken by different Indian Companies towards healthcare

Infosys has set up Covid-19 care centres for employees in Pune and Bangalore and tied up with Covid-19 testing labs nationwide. It has also collaborated with emergency ambulance providers, 1490 hospitals in 242 cities in India, provide treatment for its employees and their family members. The company also provided 21 days of additional paid leaves for their Covid-19 contracted employees. (Phadnis 2021)

Capgemini India employees and their dependents provide home care facilities for Covid-19 affected under the company’s medical insurance. The company has partnered with healthcare firm Portea for health monitoring, ensuring better patient safety, and professional medical assistance from within the home environment. The company had instituted a ₹ 200 crores benevolent fund to support their employees and families. (Phadnis S. 2021). The company has also committed ₹ 50 crores towards the Covid-19 intensive care unit facilities, for planting oxygen generation plants, other useful long-term medical infrastructure, and relief operations for India. (Basu S. D. and Venugopalan A. 2021).

Wipro facilitated complementary pre- and post-vaccination support as well as vaccination reimbursement for their employees and spouses. The company also launched the nurturing wellness platform that offers doctors, nutritionists, health coaches, virtual consultations, and 24*7 emergency care experts. Cognizant allowed its employees to avail of involuntary 14 days absence during the quarantine period and a special provision for insurance to cover Covid-19 treatment at home. TCS and Reliance Industries have undertaken vaccination drives for their eligible employees and their dependents, through tie-ups with hospitals across locations. (Phadnis S. 2021).

HCL Technologies manages vaccination through its health care delivery arm HCL Healthcare. The company also reimburses vaccination costs for its employees and their families (Alawadhi N. and Abrar P. 2021). PwC India led a national Covid-19 task force to help the employees. The team also included city-level staff volunteers led by their regional leaders and working round the clock to help the people with information on the availability of beds, medication and equipment support, plasma donation, testing, and insurance (Dave and Shukla 2021). Procter and Gamble have a committee spearheaded by their CEO, function leaders, and medical expert executives to deal with staff emergencies, health, and safety of employees. The committee also extends support to their employees based on their needs. Tata Motors has partnered with mental health professionals to ensure their employee's wellbeing. It has an Employee Assistance Program (EAP), a confidential counselling service to its employees and family members at no cost (Dave and Shukla 2021).

At Accenture, the health and safety of their workers matter most. The company covers the cost of the Covid-19 vaccine, to their employees and their dependents. (Team E.T. 2021). The company is providing many facilities including care-at-home services, 24/7 telemedicine, increased insurance coverage, mental health support, virtual care for children, and support for testing and vaccinations for more than 2 lakhs employees and their families in India. Accenture is also providing leave options for the employee who is taking care of his/her Covid-19 infected family member. The Covid-19 teams continue to work 24/7 to find additional ways to support their employees. (Moneycontrol News 2021)

Real estate developer K Raheja Corp has set up a 24*7 centralized Covid-19 war room that is run by its employees to assist colleagues as well as non-employees with emergency services, such as arranging for doctors, oxygen, or hospital admission. In case of adverse events, it is giving the employee’s family one year’s salary (CTC, or cost to company) as a lump sum amount. It has also enhanced the medical cover and introduced a “benevolent scheme” for those in need of financial assistance and advance salary to meet during the exigencies. (Shinde S. et al. 2021)

2.4 Measures taken by Indian Companies towards Wellbeing of their Employees

As the fatality rate increased during the Covid-19 pandemic’s second wave, several companies rolled out policies to support bereaved families. Companies like BigBasket, Dalmia, Bharat Group, Vedanta, NTPC, Paytm, Flipkart, L&T, Infosys took several measures for their employees like insurance cover for Covid-19 related death, medical aid to family members, offering employment opportunities for spouse and grown-up children, support for the education of kids and immediate financial assistance to staff’s kin from an emergency fund. Essar Capital set up a ‘benevolent

fund' with contributions from its employees to offer immediate financial assistance to the dependent family of any bereaved employees. NTPC has decided to provide additional relief to the bereaved families/dependents of the deceased employees to include medical for dependents, accommodation plus education of children till the notional date of retirement, on top of benefits under various group insurance schemes (Bhattacharyya R. 2021).

Vedanta has introduced a term life insurance policy that provides coverage equivalent to each employee's annual salary for five years, in addition to mediclaim and group personal accident insurance policy and the company has also enhanced medical insurance cover to 1.5 times the existing eligibility. Flipkart provides an insurance program for expenses in hospitalization and treatment at home, with a term life cover of 5 times annual CTC, and also gives medical insurance and personal accident coverage to its delivery executives of up to ₹ 5 lakh and ₹ 1 lakh respectively. Its Kirana partners are also covered under a Covid-19 insurance program with a hospitalization sum assured of up to ₹ 50,000. Paytm has launched a special 'Covid-19 Mediclaim' option for employees over and above their existing mediclaim policy that gives employees an option to have Covid-19 specific cover for their families and save general mediclaim for the entire year. PhonePe provides a Covid-19 allowance of up to ₹ 2 lakh to its employees to help manage emergencies. Its medical insurance policy covers Covid-19, including domiciliary support in case of non-hospitalization. L&T provides term life cover and an option of additional Covid-19 death insurance death ranging from ₹ 40 lakh to ₹ 95 lakh across various grades of permanent employees. Infosys covers medical treatments of Covid-19 infected employees under group employee insurance. Myntra covers medical insurance for its employees and their dependents in which Covid-19 related treatment expenses are included (Bhattacharyya 2021).

HCL Technology is supporting salary for a year to bereaved employees and their families. Medical insurance for 3 years and extending support for their children's education for 5 years and if the spouse is willing to work, then the company is training them and providing them an opportunity to work at HCL (Shinde et al. 2021). Dabur supports the families of bereaved employees with a monthly salary for a year, in addition to the company's term insurance cover. The term insurance cover is for all employees of Dabur. PepsiCo has recently started offering advance salaries to its infected employees (Verma 2021). Salesforce India gave a one-time payout of ₹15,000 towards any Covid-19 related expenses for their employees' requirement to continue work from home. It is providing \$250 for the tools and equipment used to set up office at home, it also gave \$250 in 2020. Bajaj Alliance Life Insurance also provides support for their employees who are home quarantine, the expenses towards Covid-19 infections can be reimbursed on actual up to ₹20,000 for each employee through their existing mediclaim policy. If the patients get hospitalized, the company provides faster admission and claim assistance. VMware has nearly 11,000 employees in India, it pays a wellbeing allowance of ₹ 29,565 to their employees and their family members towards vaccination. The employees of Crisil, a rating agency, can avail 50% of annual bonus payment in advance towards their salary, and if any emergency occurred then the employees can take salary in advance of interest-free fixed pay portion of up to 6 months towards Covid-19 medical and related expenses. Crisil also reimburses the expenses that happened due to Covid-19 treatment, which are not covered by medical insurance. Sun Life gave a one-time wellness pay out of ₹10,000 to all employees and toiled with insurance partners to give reimbursement of the expenses for their employees and their families which happen at home while treatment due to Covid-19 infection. Twitter India reimbursed expenses of their employees towards their home office set up and additional expenses towards day care. Target India offered their employees paid sick leave in addition to the granted sick leaves, time off, and resources for family care. It is also provided an allowance to purchase work from home (WFH) needs for their employees. IBM India offered additional insurance coverage of ₹ 5 lakh per member for all employees and their dependents. IBM also procured 5 hundred (500) oxygen concentrators to support their employees and their families. BharatPe merchants on its network provided ₹300 instant cash back to their bank accounts towards vaccination (Phadnis 2021).

Tata Steel announced social security scheme for their family members of employees. If any employee dies due to Covid-19 infections then the employee's or nominee's family will draw the last drawn wage till the age of 60 years along with housing facilities and medical benefits. Tata's frontline employees who were deceased because of the Covid-19 virus, the Tata Company will shoulder all expenses of their children's education till graduation. (Livemint.com 2021). Firms like DDB Mudra, Swiggy, Chumbakare offered fewer working hours in an effort to help their employees and support their mental wellbeing. (Ahuja 2021) and Oyo moved to a 4-day week for their employees. (Phadnis 2021)

2.5 Indian Companies thinking beyond their Own Staff

Many companies are thought beyond their own employees, by setting up vaccination camps, isolation centres, Covid-19 Care centres, and supply oxygen for their employees as well as general patients. Hindustan Unilever (HUL), JP

Morgan, ITC, Hero MotiCorp, Tata group, Reliance Industries, State Bank of India, Bajaj Group of Companies, Oyo Care, Accenture, Intel, Flipkart, Facebook, Amazon, Capgemini, Spicejet, L'Oreal, Paytm, Citi, UBS, Phonepe, RPG Group, Google, Apple, IBM, Honeywell, Axis Bank, Procter & Gamble, ICICI Lombard, Vedanta, Maruti Suzuki, Hyundai. The Essar Group, Boeing, Walmart's Global Technology, Walmart foundation, and Cred are among the companies who thought beyond their own employees. Their efforts were directed towards the procurement of oxygen concentrators and ventilators, helping build healthcare and medical infrastructure by way of ICU/Oxygen beds and isolation centres, providing meals and kits to underprivileged communities, donating hygiene and sanitization products, or even funding vaccine doses.

Beverages and snacks maker PepsiCo set up five (5) Covid-19 care centres with beds and oxygen cylinders, supplying over 100 oxygen concentrators to the central government, and setting up vaccination drives. Flipkart set up an oxygen plant, while packaged foods company Nestle worked with a number of communities for covid-19 relief. Essar set up a 100-bed primary care centre for covid-19 patients in Gujarat. Auto component maker Rico Auto Industries set up a free service 60-bed Hospital. (Bhushan and Anand 2021).

Tata group of companies supported to their full extent Covid-19 critical care initiatives. They provided the capital of ₹2,000 crores, with a "no limit" instruction from Tata Trust chairman Ratan Tata and N Chandrasekaran, Tata Sons chairman on the back of upbeat performances by Tata Companies. They have also put funds and resources to set up a 1,000-bed hospital, arranged oxygen and medical training. Tata Projects also set up camps with food and accommodation so that migrant workers can remain on site. Indian Hotels, through its Ginger and President group of hotels, offered 1,400 rooms with medical supervision. (Ghosal S. 2021). Tata Group also provided 5,000-beds available to Covid-19 Patients through its group companies. It also imported 1,000 cryogenic containers to transport liquid oxygen, supplying 900 tonnes of oxygen every day to state government hospitals. (PTI, New Delhi 2021).

Accenture India emphasized that besides employee initiatives, extended on-going support to general communities of India by donating medical kits, ventilators, and oxygen concentrators. It also donated PPE kits, support kits of Covid-19 for workers of healthcare servicing marginalized communities, food and kits to take care at home for the jobless and poor. It also supported its people and its communities. Julie Sweet, CEO of Accenture joined hands with other corporate leaders to help the Biden Administration to accelerate the help to India. Accenture also worked with many other organizations and the US Chamber of Commerce to form a Global Task Force on Pandemic Response: Mobilizing for India. (Moneycontrol News 2021).

German software firm SAP donated 9 million to the Covid-19 Emergency Fund. State Bank of India (SBI) contributed ₹ 71 crores towards various Covid-19 related initiatives. SBI also donated ₹30 crores to the worst Covid-19 impacted states to set up 1,000-bed and ICU facilities. These facilities were in collaboration with government hospitals and municipal corporations. SBI also contributed ₹ 10 crores for vaccine research equipment/ lab and genome sequence /lab to the government. (Phadnis S. 2021). The Essar Group set up Covid-19 care centres of 100-bed which are equipped with oxygen support, in Gujarat. Motilal Oswal pledged ₹ 5 crores and it also supported 300 oxygen concentrators, 50 ventilators, 200 gas cylinders to hospitals in Gujarat, Rajasthan, and Maharashtra. (Phadnis S. 2021) Walmart donated Twenty (20) plants that will generate oxygen, 20 cryogenic containers to store and transport oxygen, as well as Five hundred (500) oxygen cylinders and Three thousand (3000) oxygen concentrators for delivering oxygen therapy to patients. Walmart and Walmart Foundation also committed funding Twenty-five hundred (2,500) concentrators of oxygen as part of the Business Council of US & India and US & India Strategic Partnership Forum's joint assistance effort. (Phadnis S. and Shetty M. 2021).

HSBC India pledged financial support of USD \$10 million, JP Morgan has committed USD \$ 2 million, Boeing announced \$10 million of support package in an emergency to India that will be utilized to support projects for giving medical supplies, medical equipment for Covid-19 care centres including oxygen supplies, hygiene kits, vaccination, livelihood support, and food rations. (Phadnis S. and Shetty M. 2021). Facebook promised \$10 million to emergency rescue efforts. Salesforce pledged \$1 million for medical equipment, creating vaccine awareness and community isolation centres. IBM announced funds for oxygen concentrators and emergency hospital beds. Intel delivered technology and resources to support critical medical needs. Vedanta pledged ₹ 150 crores to create 1,000 hospital beds across 10 cities equipped with oxygen support and it is also set up a field hospital in Delhi NCR. Paytm imported 3,000 oxygen concentrators. Maruti Suzuki donated towards the Oxygen cylinder. Hero MotoCorp contributed oxygen cylinders to hospitals as well as PPE kits, motorcycles, and scooters to health workers to Delhi-NCR, Gujarat, and Rajasthan. (Times News Network 2021)

Google contributed ₹ 135 crores towards cash assistance to the families who were infected by the Covid-19 virus to support them with their daily expenses and through UNICEF they could receive urgent medical supplies like oxygen and testing equipment, it also donated \$18 million for emergency rescue efforts. (ET Newsletter 2021). Amazon delivered 1,000 Medtronic ventilators. Amazon collaborated with ACT Grants, Pune Platform for COVID-19 Response (PPCR), Temasek Foundation, and among some industry partners to airlift 500 BiPAP machines and over 8,000 oxygen concentrators from Singapore and procured over 1,500 oxygen concentrators and other critical medical equipment (Dave S. Shukla S. 2021). Microsoft provided 1,000 ventilators and 25,000 concentration devices of Oxygen. (PTI, New Delhi 2021).

Ekincare partnered with 1mg to facilitate Covid-19 vaccination for the 1 million employees of corporates such as Oyo, Flipkart, Swiggy, BlackRock, Micron, and KPMG. PharmEasy vaccinated over 30 million people. Practo set up camps at corporate offices in over 30 cities to vaccinate 10 million employees. (Ahmad S. 2021). Hyundai pledged ₹ 20 crores for setting up oxygen plants in hospitals and installing medicare facilities in most affected Covid-19 states. It also extends support to hospitals in manpower and operational and augment its mobile medical units and telemedicine clinics in rural areas. Reliance Foundation set up a 1000-bed Covid-19 care facility with an oxygen supply in Jamnagar. Industry body FICCI along with its partner BVMW (German Association of Small and Medium-Sized Enterprises) procured 1,500 oxygen concentrators to combat the current crisis. Spicejet airlifted 1,000 oxygen concentrators and eight cryogenic containers from Hong Kong to Delhi. (Times News Network 2021).

Reliance Industries produced over 1,000 tonnes of medical-grade liquid oxygen per day-or over which is 11% of India's total production. It has also set up 1,875 hospital beds for free treatment of Covid-19 patients in Jamnagar in Gujarat and Mumbai. Reliance airlifted 24 ISO (certified by International Organization for Standardization) containers for transporting medical grade liquid oxygen. Steelmaker JSW produced hundreds of tonnes of oxygen. Wipro and Azim Premji Foundation converted one IT facility in Pune into a 430-bed intermediary care Covid-19 hospital. Infosys set up a 100 room Covid-19 hospital in Bengaluru in association with Narayana Health, providing free care to the poor. Coal India Ltd set up the largest number of Covid-19 beds totaling 2,000, including 750 Oxygen and 70 ICU beds as well as installing 2 oxygen generating plants through its subsidiaries. TechMahindra supplied medical equipment, including ventilators, to over 20 hospitals. L&T Group committed to supplying 22 oxygen generators. (PTI, New Delhi 2021). Cipla supported the Maharashtra government and set up a Covid-19 isolation ward. Adani Foundation set up hospitals in Gujarat and even converted the Adani Vidya Mandir School in Ahmedabad into an emergency Covid-19 Care Centre with oxygen support. It also procured 48 cryogenic tanks from leading manufacturers. (PTI, New Delhi 2021). HDFC Bank set up quarantine facilities, which are equipped with primary support, 24/7 nurses, and visiting doctors, by converting three (3) of its centres of training in Bhubaneswar, Gurugram, and Pune. TCS has arrangements with hotels that have tie-ups with hospitals and also set up Covid-19 Care Centres across 11 cities in India. (Team 2021). Hindustan Unilever (HUL) donated ₹30 crores to provide 4,000 oxygen concentrators to India in collaboration with KVN Foundation and home healthcare company Portea medical (Anand S. 2021).

2.6 Management of Operations by Indian Companies due to employee disruptions

Employees of many companies had to react to the Covid-19 pandemic situations with a 'fight-or-flight or acute response'. According to the scientific point of view, it is a natural human tendency that human beings give a "flight and alliance" response against situations and workers who feel secure and intimate during times of great uncertainty. (Emmett et al. 2020). Many companies supported part-time employees or asked their employees to perform many roles, as well as re-assigning employees to support for absenteeism. The company also scheduled overtime, deferred less important projects, and conducted planning exercises at different locations. (Rai S. 2021). Companies like Kellogg India through its action –"There to Kare- Step up, Step in"- supported its employees and their peers and colleagues to deal with additional workloads. Dabur India managed absenteeism through job enlargement and workload management through cross-functional teams. (Singh N. 2021). Wells Fargo transferred several projects to the Philippines centre to work the overnight shift. At UBS, 8,000 staff were absent in Hyderabad, Pune, and Mumbai so the company shifted work from India to the Poland centre. Standard Chartered rebalanced some work to Kuala Lumpur, Tianjin, and Warsaw. One-fifth of the global workforce of NatWest Group in Bengaluru, Chennai, and Delhi were asked to work from home (Rai S. 2021).

3. Research Methodology

In this paper, the authors collected all the information through secondary data. The authors extract various articles from research papers, articles, blogs, and newspapers to provide insights on employees of India and different measures

taken by corporate sectors towards their employees. The authors also focused their literature reviews on the impact of COVID-19 on employees in Indian companies.

4. Result and Discussion

Many organizations took various employee engagement initiatives for their employees and the general public to decrease the impact of the COVID-19 crisis. In this paper, data of 78 companies (Till June 2021) are collected through journals, articles, blogs, newspapers, and social media which have taken different measures for healthcare, safety, and well-being allowance for their employees. Details of all data of various employee engagement initiatives taken by companies to their employees and society and the number of companies participated are mentioned in the following Table 1 and a graphical representation is also shown in Figure 1 (Bar graph) and Figure 2 (Pie Chart).

Table 1. Various employee engagement initiatives taken by companies to their employees and society

Various Employee Engagement Initiatives	Number of Companies Participated
Bearing Medical Expenses	72
Increasing Insurance Cover	22
Vaccination facility for employees	41
Provided Bed facility for Covid patient	38
Setting up Oxygen Plant	7
Donated Ventilators	18
Liquid Medical Oxygen Concentrator/Cylinder Donation	34
Provided Crayogenic Containers/Tank	4
Paid Leaves for Covid-19 infected	76
Incentives to employees	7
Donated funds for Covid-19 Care to Govt. agencies	12

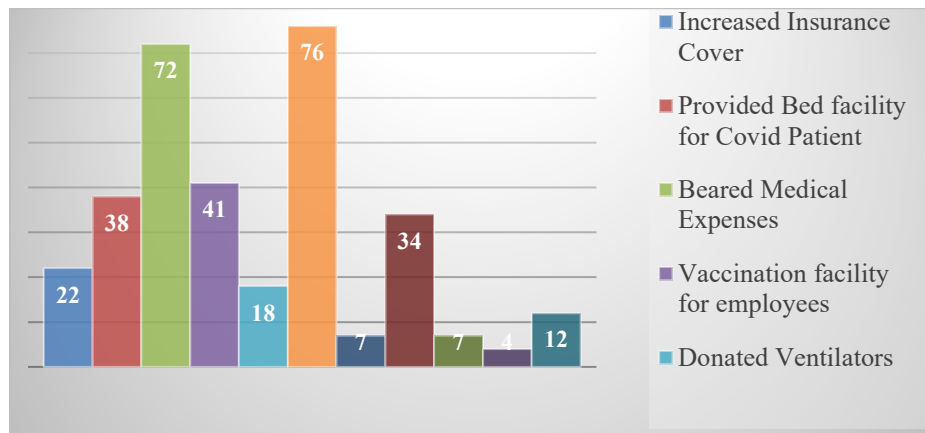


Figure 1. Various employee engagement initiatives taken by companies to their employees and society

5. Conclusion

The current research study presents a qualitative method of the Covid-19 outbreak and its impact on employees in Indian companies. The researchers collected data from 78 companies based in India and specifically focused on the companies that have taken employee engagement initiatives with a focus on safety, healthcare, and well-being. The analysis shows the different employee engagement initiatives across various industry sectors. This research also shows how these corporates managed their operations due to disruption of the employees in addition to employee engagement.

6. Limitation

The research is not exhaustive and quite limited to information based on secondary data from Research Journals, Articles, Blogs, and Newspapers. Since Covid-19 is a recent phenomenon, even the secondary data is quite limited to newspapers, articles and blogs. The literature review is also quite limited and not exhaustive.

7. Future Research

The research study should need to be expanded with an exhaustive literature review. In addition, the data identified should be validated through primary data. In addition, the research can further develop a conceptual framework from recent pandemic interventions towards existing theories.

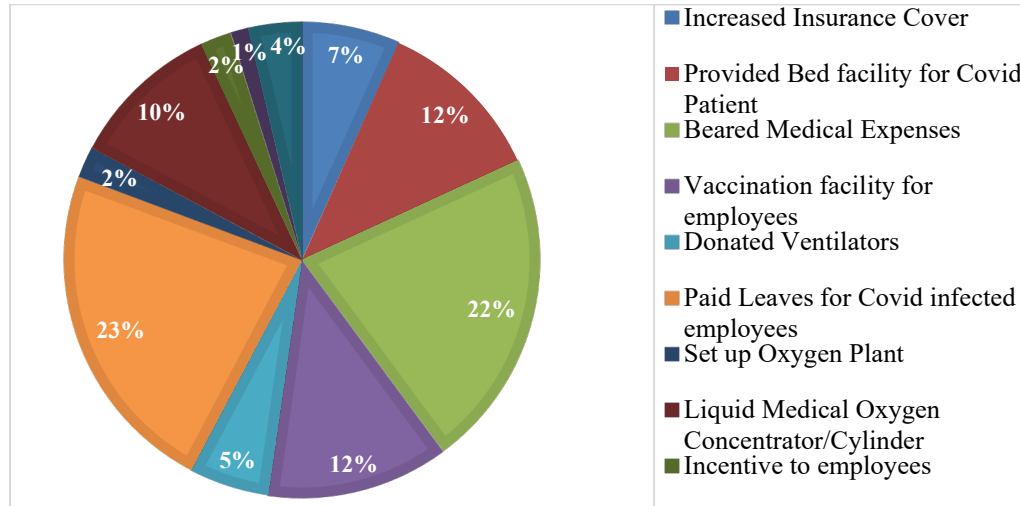


Figure 2. Companies participation in different employee engagement initiatives for their employees and society

References

- Ahuja, S., Mindful Company, May 11, 2021, <https://www.newindianexpress.com/cities/bengaluru/2021/may/11/mindful-company-2300902.html>, Accessed on 11.05.2021.
- Ahmad, S., Healthcare start-ups get jobs-ready for corporates, May 11, 2021, <https://www.eeepindia.org/download/Healthcare-startups-BS-20210511154944.pdf> Accessed on 11.05.2021.
- Alawadhi, N., and Abrar, P., Start-ups, tech firms gear up to take the job, April 27, 2021, https://www.business-standard.com/article/current-affairs/tech-firms-startups-gearing-up-to-vaccinate-employees-after-may-1-121042601104_1.html Accessed on 27.04.2021.
- Anand, S., HUL to donate 4,000 Oxygen Concentrators in Tie-up with Portea, May 10, 2021, <https://economictimes.indiatimes.com/news/company/corporate-trends/hul-to-donate-4000-oxygen-concentrators-in-tie-up-with-portea/articleshow/82507411.cms>, Accessed on 10.05.2021
- Banerjee, C., The Industry and measures to save lives, livelihoods, May 6, 2021, <https://www.newindianexpress.com/opinions/2021/may/06/the-industry-and-measures-to-save-lives-livelihoods-2299009.html>, Accessed on 06.05.2021
- Bapuji, H., Patel, C., Ertug, G., and Allen, D. G., *Corona Crisis and Inequality: Why Management Research Needs a Societal Turn. Journal of Management Vol. 46 No, 1-18*, September 2020.
- Basu, S., D., and Venugopalan, A., Facing up to Pandemic, India Inc Proves it's Good Company, May 7, 2021 <https://economictimes.indiatimes.com/news/company/corporate-trends/facing-up-to-pandemic-india-inc-proves-its-good-company/articleshow/82446693.cms>, Accessed on June 5, 2021.
- Basu, S., D., India Inc Steps Up with Covid-Care Centres for Employees hit by second Wave, May 1, 2021, <https://economictimes.indiatimes.com/industry/healthcare/biotech/healthcare/india-inc-steps-up-with-coronavirus-care-centres-for-employees-hit-by-second-wave/articleshow/82338025.cms?from=mdr>, Accessed on 01.05.2021.
- Bhushan, R., and Anand, S., Taking Care: Cos Now Think Beyond Own Staff, May 4, 2021 <https://economictimes.indiatimes.com/>, Accessed on 04.05.2021.
- Bhattacharyya, R., Employers Lend Support to Covid Victims'Kin, May 13, 2021, <https://economictimes.indiatimes.com/news/company/corporate-trends/employers-lend-support-to-covid-victims-kin/articleshow/82592282.cms>, Accessed on 13.05.2021.

- Bhattacharyya, R. and Basu, S., D., India Inc Works on Getting All Employees Inoculated, April 28, 2021, <https://economictimes.indiatimes.com/news/company/corporate-trends/india-inc-works-on-getting-all-employees-inoculated/articleshow/82283084.cms>, Accessed on 28.04.2021.
- Chanana N., and Sangeeta., Employee engagement practices during COVID-19 lockdown. *WILEY Academic Paper*. DOI: 10.1002/pa.2508, 2020 . <https://doi.org/10.1002/pa.2508>
- Chermack, T. J., and Passmore, D. L., *Using journals and databases in research. G Research in organizations: Foundations and methods of Inquiry*, 1, 401–418, 2005. San Francisco, CA: Berrett-Koehler Publishers, Inc. <http://www.kharazmi-statistics.ir/Uploads/Public/book/research%20in%20organization.pdf#page=420>.
- Dave, S, and Shukla, S., Staff Dial 'War Rooms' as Covid Ravages India, April 26, 2021, <https://economictimes.indiatimes.com/news/company/corporate-trends/staff-dial-war-rooms-as-covid-ravages-india/articleshow/82249715.cms>, Accessed on 5.06.2021.
- Editorial, Business and Society Research in Times of the Corona Crisis. *Business & Society* 2020, Vol. 59(6) 1067–1078, 2020.
- Emmett, J., Schrah, G., Schrimper, M., and Wood, A., COVID-19 and the employee experience: How leaders can seize the moment. *McKinsey&Company Organisation Practice*. <https://www.mckinsey.com/business-functions/organization/our-insights/covid-19-and-the-employee-experience-how-leaders-can-seize-the-moment#, 2020>
- ET Newsletter, Big Tech joins India's fight, April 26, 2021, <https://economictimes.indiatimes.com/tech/newsletters/tech-top-5/big-tech-joins-indias-fight/articleshow/82260608.cms>, Accessed on June 3, 2021.
- Ghosal, S., Food product with health additives see uptick in demand as second Covid-19 wave surges, May 3, 2021, <https://economictimes.indiatimes.com/industry/healthcare/biotech/healthcare/food-products-with-health-additives-see-uptick-in-demand-as-second-covid-19-wave-surges/articleshow/82369380.cms?from=mdr>, Accessed on 03.05.2021.
- Ghosal, S., Tata Cos to Pool in Funds for 'No Limit' Covid Care Initiative, May 3, 2021. <https://economictimes.indiatimes.com/news/company/corporate-trends/how-tata-companies-are-pooling-in-funds-for-a-no-limit-covid-care-initiative/articleshow/82363507.cms?from=mdr>, Accessed on June 5, 2021.
- Gupta, R., Pal, S.K.,and Pandey G., A Comprehensive Analysis of COVID-19 Outbreak situation. *medRxiv preprint* doi: <https://doi.org/10.1101/2020.04.08.20058347>, this version posted April 11, 2020.
- Hariharan, S. and Asokan, M., Start-ups, tech giants pitch in to help India, April 26, 2021, <https://timesofindia.indiatimes.com/business/india-business/startups-tech-giants-pitch-in-to-help-india/articleshow/82247879.cms>, Accessed on 26.04.2021
- Harter, J. K., Schmidt, F. L., and Hayes, T. L., Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: *A meta-analysis. Journal of Applied Psychology*, 87 (2), 268–279. <https://doi.org/10.1037//0021-9010.87.2.268>, 2002
- Kahn, W. A., Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.2307/256287>, 1990
- Kumar, P., V-5 Model of Employee Engagement During COVID-19 and Post Lockdown. *Sage journal*. Vision1–4© 2021 MDI. Reprints and permissions: [in.sagepub.com/journals-permissions-india](https://www.in.sagepub.com/journals-permissions-india) DOI: 10.1177/0972262920980878 journals.sagepub.com/home/vis, 2021
- May, D. R., Gilson, R. L., and Harter, L. M., The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11–37. <https://doi.org/10.1348/096317904322915892>, 2004
- Mint, Tata Steel extends social security schemes for employees affected by Covid-19, <https://www.livemint.com/companies/news/tata-steel-extends-social-security-schemes-for-employees-affected-by-covid19-11621776070050.html> Accessed on May 23, 2021.
- Moneycontrol News, Accenture to provide support, COVID-19 vaccines to 2 lakh employees in India, pledges \$25 million for pandemic relief efforts. <https://www.moneycontrol.com/news/business/accenture-to-provide-support-covid-19-vaccines-to-2-lakh-employees-in-india-6853021.html>, Accessed on May 4, 2021
- Mukherjee, W. and Thakkar, K., Cos offer Employees Incentives and Much More to Keep them Motivated, April 27, 2021, <https://economictimes.indiatimes.com/news/company/corporate-trends/cos-offer-employees-incentives-and-much-more-to-keep-them-motivated/articleshow/82267771.cms?from=mdr>, Accessed on 27.04.2021.
- Phadnis, S., Cos donate more funds, build hospitals, Oxygen generators, May 4, 2021, <https://timesofindia.indiatimes.com/business/india-business/companies-donate-more-funds-build-hospitals-oxygen-generators/articleshow/82380159.cms>, Accessed on 04.05.2021.

- Phadnis, S., and Shetty, M., Walmart, Boeing, top global banks provide Covid Relief, May 1, 2021, <https://timesofindia.indiatimes.com/business/international-business/walmart-boeing-top-global-banks-provide-covid-relief/articleshow/82337289.cms>, Accessed on 01.05.2021.
- Phadnis, S., Covid care: Cos roll out wellbeing allowances, May 13, 2021, <https://timesofindia.indiatimes.com/business/india-business/covid-care-companies-roll-out-wellbeing-allowances/articleshow/82593891.cms>, Accessed on 13.05.2021.
- Phadnis, S., Oyo to have 4-day week this month, May 13, 2021, <https://timesofindia.indiatimes.com/business/india-business/oyo-to-have-4-day-week-in-may/articleshow/82595833.cms>, Accessed on 13.05.2021.
- Phadnis, S., IT cos expand Covid care facilities for employees, April 27, 2021, <https://timesofindia.indiatimes.com/business/india-business/it-cos-expand-covid-care-facilities-for-employees/articleshow/82267132.cms>, Accessed on 27.04.2021.
- Phadnis, S., IT companies use biz upstick to reward staff, May 12, 2021, <https://timesofindia.indiatimes.com/business/india-business/tech-companies-set-up-biz-continuity-plans/articleshow/82337282.cms>, Accessed on 12.05.2021.
- PTI, New Delhi, Corporate India steps up efforts to Combat Covid-19, May 10, 2021. <https://www.deccanherald.com/national>, Accessed on 10.05.2021.
- Rai, S., Wall Street giants get swept up by brutal second wave in India, May 8, 2021, https://www.business-standard.com/article/current-affairs/wall-street-giants-get-swept-up-by-india-s-brutal-coronavirus-wave-121050701514_1.html, Accessed on 08.05.2021.
- Robison, J., Building engagement in this economic crisis. *Gallup Business Journal*. Retrieved from <https://news.gallup.com/businessjournal/115213/building-engagement-economic-crisis.aspx>, February, 2009
- Saks, A. M., Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21, 600–619. <https://doi.org/10.1108/02683940610690169>, 2006.
- Sarang, P., and Nayak, B., Employee engagement and its impact on organizational success—A study in manufacturing company, India. *IOSR Journal of Business and Management*, 18(4), 52–57. <https://doi.org/10.9790/487X-1804015257>, 2016.
- Shinde, S., E-Com firms face double whammy of lockdowns, sick staff, April 28, 2021, https://www.business-standard.com/article/companies/e-commerce-companies-face-double-whammy-of-lockdowns-sick-staff-121042800031_1.html, Accessed on 28.04.2021.
- Shinde, S., Pinto, V., S., and Kamath R., Covid Crisis: Corporate India extends a helping hand, May 10, 2021, <https://www.business-standard.com/article/companies/covid-crisis-hcl-tech-to-hul-corporate-india-extends-a-helping-hand-121050900937>, Accessed on 10.05.2021.
- Singh, N., India Inc battles Covid absenteeism, May 11, 2021, <https://timesofindia.indiatimes.com/business/india-business/india-inc-battles-covid-absenteeism/articleshow/82534066.cms>, Accessed on 11.05.2021.
- Team, ET, Inform, Fund and facilitate Tech Inch turns Covid Warriors, May 2, 2021. <https://economictimes.indiatimes.com/tech/technology/inform-fund-facilitate-tech-inc-turns-covid-warriors/articleshow/82347024.cms?from=mdr>, Accessed on June 5, 2021.
- Times News Network, Companies shut ops to supply O2, provide bikes to medics fighting pandemic, April 29, 2021, <https://timesofindia.indiatimes.com/business/india-business/cos-shut-ops-to-supply-o2-provide-bikes-to-medics-fighting-pandemic/articleshow/82299092.cms>, Accessed on 29.04.2021.
- Times News Network, Cashback for vaccinated BharatPe users, May 13, 2021, <https://timesofindia.indiatimes.com/business/india-business/post-vax-cashback-for-bharatpe-users/articleshow/82585751.cms>, Accessed on 13.05.2021.
- Torraco, R. J., *Writing integrative literature reviews: Guidelines and examples. Human Resource Development Review*, 4(3), 356–367. <https://doi.org/10.1177%2F1534484305278283>, 2005
- Verma, P., Cos Tweak Pay Norms to Help Employees, May 18, 2021, <https://economictimes.indiatimes.com/news/company/corporate-trends/companies-tweak-pay-norms-to-help-staffers-amid-second-wave/articleshow/82728539.cms?from=mdr>, Accessed on 5.06.2021.
- World Health Organisation, *Impact of COVID-19 on people's livelihoods, their health and our food systems*, Joint statement by ILO, FAO, IFAD and WHO. <https://www.who.int/news/item/13-10-2020-impact-of-covid-19-on-people's-livelihoods-their-health-and-our-food-systems>, 2020.

Biographies

Nitu Bharti is a research associate. Mrs. Bharti holds a Master in Business Administration (MBA) degree in Human Resource and Finance from Maharshi Dayananda University, Rohtak, Haryana, India. She holds a bachelor's degree in Biotechnology from Pune University, Maharashtra, India, and Botany from Indira Gandhi Open University (IGNOU), New Delhi, India.

Dr. Shekar Babu is a Professor and Director of “Amrita Center for Responsible Innovations and Sustainable Enterprises”, “ARISE” Labs. He is also the Founding Head, Department of Management (DoM), Bangalore Campus, AMRITA Vishwa Vidyapeetham University, Bangalore, India. Dr. Shekar holds a Bachelor of Engineering (BE) degree in Electronics and Communications from Bangalore University and a Master of Science (MS) degree in Electrical and Computer Science from California State University, Los Angeles, and a Doctoral Degree in Strategic Management from Amrita University. He is a Management Consultant with over 25 years of experience in working at Price Waterhouse, Hewlett-Packard Co, and AMRITA University. His research areas are Corporate Social Responsibility (CSR), Corporate Governance (CG), Strategy and Social Development and Sustainable Goals (SDG). He has taught courses in Marketing, Leadership, Management Consulting and Business Ethics and Values.