

# Behavioral Changes in employees post covid: a qualitative study of select firms

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**Article Type:** Research Article

**Article Citation:** Ditipriya Bandyopadhyay, PGDM, RIM and Dr. V. Padmaja, Behavioral Changes in employees post covid: a qualitative study of select firms. M.S. Ramaiah Management Review. 2025; 16(02), 57-75. DOI: 10.52184/msrmr.v16i02.109

**Received date:** October 15, 2024

**Accepted date:** December 15, 2024

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## Abstract

The COVID-19 epidemic has forced nearly every person in the world to operate in a very different environment than they were used to. The inability to continue prior processes due to distance, travel restrictions, virtual or remote work, and skeletal crews has changed how employees perform their jobs (Sivaprakash & Akshaya, 2022). Few sector they could not stop working so for them company took care for their safety but employees are in that situation where they do not know what going to happen next. They have that fear that if they got attacked by COVID-19 what will happened to them and also their family. Not only employees, employee's family also have that mental stress for their family who is going out working outside. This study attempts to analyse behavioral changes in employees post covid with a sample of few selected firms.

**Keywords:** Behavioral Changes, Employees, Covid 19

## Introduction

A global crisis had been brought on by the COVID-19, which had previously interrupted supply and frozen demand in China, Europe, and then the Americas. The disturbance to the world economy had cut supply networks off from one another. It became clear that COVID-19 may wreck the entire economy as it spread over the globe. Organizations in all industries were compelled by the crash to cut costs, streamline operations, and consolidate. There were millions of jobs lost (Verma et al., 2023).

These COVID-19 outbreak-related treatments brought about staff behavioral changes that could shift over time with several lockdowns from temporary to permanent. Such behavioral changes worry line managers, team leaders, and human resources specialists because they may affect workers' emotional, cognitive, and physical health, which may in turn affect their output and performance.

In 2020 may, approximately 38% of global workforce were facing high risk of job losses or massive workforce displacement.

Employees are worried about their jobs; they have that fear that from next month they will work in the company or not because many businesses shut down in that moment and company was not capable enough to give employee their salary.

People stop going out so there was no refreshment for them people faced lots of health issues and also their mental health was not good at all. And that is why few company organized online yoga session and other exercise so that they can calm themselves and focus in their life, career and their future growth.

Apart from that almost everything was work from home, few employees were happy that they are doing their work from home, they can stay with their family, giving time to them where few employees face the problem of work-life balance. For, them it could be an issue of their mental stress. People are thinking that they are doing over-time for so many hours in a day which also giving them stress.

But few employees liking that remote work and a lot of workers might welcome this new working arrangement. They might be more open to working remotely or from home, and they might look for companies who are more accommodating about where and when they can work.

## Literature Review: -

The primary perceived HR consequences of hybrid workplaces in India in the post-Covid-19 era are explored in this research report. The Covid-19 pandemic has significantly altered how people work, with hybrid and remote work styles becoming more and more common. This study examines how hybrid workplaces may affect Indian-specific human resources (HR) practices.

In managing a workforce that blends remote and on-site work, it looks at the potential and problems that HR professionals may encounter. The results of this study can aid businesses and HR professionals in successfully navigating the changing nature of the workforce (Verma et al., 2022) which started in Wuhan, China and spread rapidly across the globe in 2020. Economies and the countries including India around the world experienced dismay with nationwide lockdowns and the fear of the unknowing. The unforeseen circumstances enforced immediate transitions in the organizations' work environment through remote working, digital infrastructure, online collaborations and new ways of interaction. The pandemic altered the workplace trajectories in lasting ways as the employees settled into a new routine of working from home more quickly than imagined. Now, as India and many other countries slowly move beyond the crisis, there exists a need to realize the implications of the pandemic on the workplace and articulate the future of work. This article, therefore, investigates the key perceived benefits and the HR implications of the new and emerging concept of hybrid workplaces and presents an HRM framework for their successful adoption in India. The findings may prove crucial in framing new workplace norms and shaping them. Moreover, this research would provide practitioners, policymakers, business leaders and HR professionals insights about the need to review the existing workplaces and successfully roll out hybrid work models in accordance with HR strategies. Design/methodology/approach The methodology of Systematic Review of Literature (SLR).

The main conclusions about the implications for HR in the context of hybrid workplaces in India are presented in this section. In it, the following topics are covered:

Workforce management involves tackling issues like employee engagement, productivity tracking, and performance evaluation that come with managing a hybrid workforce. Exploring the role of HR in promoting productive communication and cooperation between on-site and remote employees while utilizing technological tools and platforms. *Work-Life Balance and Employee Well-Being: Analyzing the effects of hybrid work on employee well-being, mental health, and work-life balance techniques*, *Talent Acquisition and Retention: Examining the effects of hybrid work on hiring practices, attracting top talent, and keeping it on the market for jobs*(Verma et al., 2022) which started in Wuhan, China and spread rapidly across the globe in 2020. Economies and the countries including India around the world experienced dismay with nationwide lockdowns and the fear of the unknowing. The unforeseen circumstances enforced immediate transitions in the organizations' work environment through remote working, digital infrastructure, online collaborations and new ways of interaction. The pandemic altered the workplace trajectories in lasting ways as the employees settled into a new routine of working from home more quickly than imagined. Now, as India and many other countries slowly move beyond the crisis, there exists a need to realize the implications of the pandemic on the workplace and articulate the future of work. This article, therefore, investigates the key perceived benefits and the HR implications of the new and emerging concept of hybrid workplaces and presents an HRM framework for their successful adoption in India. The findings may prove crucial in framing new workplace norms and shaping them. Moreover, this research would provide practitioners, policymakers, business leaders and HR

professionals insights about the need to review the existing workplaces and successfully roll out hybrid work models in accordance with HR strategies. *Design/methodology/approach* The methodology of Systematic Review of Literature (SLR). This study explores the critical facets of employer and worker health and safety with an emphasis on the post-Covid workplace environment. The manner that organizations' approach workplace health and safety measures has changed as a result of the Covid-19 outbreak. This essay examines the main issues and solutions for establishing a secure and healthy workplace for both employers and employees. This study attempts to offer insights and suggestions for organizations to successfully navigate the post-Covid workplace by assessing existing literature and examining real-world instances(Sivaprakash & Akshaya, 2022).

The health and safety concerns for workers in the post-Covid workplace are the main topic of this section. Discussing the value of upholding stringent hygiene standards, such as hand washing, sanitization, and cleaning procedures, in order to preserve the health of personnel. Investigating methods for putting into practice physical distancing measures in the workplace, such as rearranging workplaces, spacing out shifts, and reducing the number of workers present at once. Examining the importance of PPE in ensuring worker safety as well as its proper application, distribution, and training(Sivaprakash & Akshaya, 2022).

The purpose of this study is to examine the efficacy of mental imagery interventions in encouraging face covering use among UK university students and staff during the COVID-19 pandemic. This research article describes the study protocol for an RCT. This study aims to investigate

the effect of mental imagery techniques on boosting compliance with face covering recommendations because face covers are essential for containing the virus and inhibiting its spread. The study design, participant recruitment, intervention strategies, data collecting, and analysis are all included in the research protocol presented in this paper as a comprehensive plan for the RCT(Conroy, 2022).

The Covid-19 pandemic has altered how people work, resulting in the rise of new work environments that place a premium on employee wellbeing, health, and safety. The goal of this study is to understand the difficulties, accomplishments, and lessons learned in developing work environments that support employee well-being. It does this by investigating the application of well-being techniques in a particular scenario. The results of this case study add to the corpus of knowledge on well-being promotion in the evolving world of workplaces(Araya León & Abella Garcia, 2022).

Examining the design features and adjustments made to the workspace to improve well-being, such as the use of natural light, ergonomic furniture, and the inclusion of outdoor areas. examining the organization's practices and policies, such as remote work choices, flexible work hours, and helpful leave policies, that enable flexibility and a healthy work-life balance. Investigating the methods used in the new workplace to promote employee engagement, collaboration, and efficient communication, such as regular team meetings, virtual platforms, and social events. describing the programmers put in place to enhance staff wellbeing and health, such as providing access to fitness facilities, mental health support services, and wellness workshops(Araya León & Abella Garcia, 2022).

The attitudes and opinions of employees and employers towards remote work are examined in this study article. Understanding how people view and adjust to this new work paradigm is vital because the Covid-19 pandemic has forced a change to remote work arrangements. This study examines employees' attitudes, motives, concerns, and experiences with remote working by analyzing the current literature and conducting surveys or interviews with employers. The research illuminates the advantages, difficulties, and potential repercussions for businesses considering long-term or hybrid models of remote labor(Ostapenko et al., 2022).

Employee and employer perspectives of the difficult issues with RW organization and communication showed a good trend. Email (31%), phone (37%), and online meetings (48%), for both categories, are the preferred methods of contact. Figure 1 below illustrates how two groups' opinions towards working hours and regular staff availability were somewhat agreed upon and clarified, which makes the level of control more tolerable by everybody. The motivation and output of the employees are subsequently increased by this fact. According to Figure 2 below, 29% of managers and approximately 26% of employees agreed that their colleagues are more productive when they work remotely, and more than 40% of all respondents agreed that „remote vs(Ostapenko et al., 2022).

The COVID-19 epidemic has resulted in major changes to how service organisations operate, altering the daily tasks and activities of staff. The emergence of Industry 4.0 (I4.0) at the same time brought about new technologies that might facilitate such activities and lessen the COVID-19's effects. This study has a dual goal in mind. First, we want to look at how the COVID-19's

job implications affect employees' productivity (i.e., output calibre and delivery). Second, based on this relationship, we aim to confirm the moderating function of I4.0 base technologies. We polled 106 individuals who were working remotely throughout the epidemic from various service organisations, and we used multivariate approaches to analyse their responses. The outcomes showed that, albeit not to the same an extent, the work implications of the COVID-19 do have an impact on employees' performance. We also discovered that I4.0 technologies restrain the improvement of worker performance. However, depending on the performance indicator and work implication under study, the direction and level of such moderation may change. Our research offers significant theoretical and practical implications for enhancing employee performance through the digitization of service organisations since the COVID-19 epidemic unavoidably pushed new modes of working that could become a crucial element of the post-pandemic future. (Narayanamurthy & Tortorella, 2021).

The world has changed as a result of COVID-19, and people's health and quality of life have been significantly impacted. Both sedentary behaviour (SB) and physical activity (PA) among employees may be impacted by these changes. This study was out to compile the research on COVID-19-related changes in sedentary behaviour and physical activity among the adult working population. Methods: In June 2021, literature searches were carried out using various electronic databases. During the search procedure, the terms physical activity, sedentary behaviour, COVID-19, and employee were utilised as well as their synonyms. All publications from the searches were subjected to an independent title and

abstract assessment by two reviewers following the data cleaning process (duplicates, inclusion criteria). Results: The search process produced 39 manuscripts that were chosen. Six investigations were conducted in the USA and eighteen in Europe, while four studies looked at the PA and/or SB in different nations. 34 research out of the total used subjective, self-reported, and predominately validated questionnaires. Only 12.8% of the research under consideration used objective measurements, which were less frequent. Additionally, during the COVID-19 pandemic, 76.4% of the investigations reported a general decline in the level of PA. Researchers noticed an increase in workers' PA in three instances. There were no appreciable variations in the amount of PA during the pandemic, according to five studies(Ráthonyi et al., 2021).

In the wake of the COVID-19 pandemic, this study paper examines the effects of working from home on employees' sedentary behaviour and levels of physical activity. Knowing the potential effects on employees' movement habits and health are critical given the increased use of remote work arrangements. This study intends to investigate if employees tend to sit more and move less when working from home by examining the current literature and performing empirical research through questionnaires, interviews, or activity tracking. The results shed light on the opportunities and difficulties of remote work in terms of physical activity and sedentary (Koohsari et al., 2021).

Purpose This essay will address what may be done to assist new managers in their new positions before they are promoted to management. Design/methodology/approach The author's professional experience as a training and development

consultant is drawn upon as the paper reviews material from scholarly and professional publications and periodicals. Findings The study makes the case that organisations ought to help new managers before elevating them. One can refer to this time as a period of preparation. The report advises distinguishing between the preparation and transition phases because they each have distinct objectives. The article suggests activities that organisations could adopt based on the objectives of the planning phase. Originality/value Discussions about how to assist new managers in adjusting to management typically centre on either how newly promoted managers can assist themselves by acquiring specific knowledge, skills, and attitudes or how organisations can implement particular training and development programmes after employees are promoted to managerial positions. Regarding “the before” or the period of preparation, very little has been said(Plakhotnik, 2017)

Global economies and families continue to experience significant economic and social difficulties as a result of the Covid-19 pandemic. Small firms are under increasing pressure to address growing uncertainties and the related economic and social issues, even while the crisis has made rising poverty and unemployment worse. Without a question, the negative impacts of the crisis have increased pressure on small business owners to continue playing a responsible role in the provision of services.

According to academics, during crises like Covid-19, small business executives' morals are put to the test. Despite rules and regulations directing ethical leadership, particularly in business, there are still difficulties that are difficult to address and are made much more difficult by the pandemic situation. It follows that small

business owners are more frequently linked to accountability problems(Okekearu & Ibeku, 2023)small businesses are under increasing pressure to manage burgeoning uncertainties and the corresponding economic and social challenges. No doubt, the deleterious effects of the crisis has intensified pressure on small business leaders to sustain their role in delivering responsible services. Scholars argue that in crises, like Covid-19, the values of small business leaders are placed under scrutiny. Despite laws and regulations guiding ethical leadership especially in business, there exist challenges that are complex and not easy to address, and the pandemic situation further adds to them. The implication is that small business leaders are increasingly associated with accountability problems. Navigating this period will require strategies for addressing the weaknesses in an existing leadership capacity in the delivery of business services, and successfully implementing ethical standards. This becomes crucial since the pandemic as an added challenge can spur on unethical leadership. The highlights of some of the key elements impacting ethical leadership during crises like Covid-19. This chapter also explores how business leaders can influence responsible behavioural change among employees for them to be creative and innovative. Additionally, an attempt will be made towards assisting small business leaders in finding responsible solutions. © 2023 Kemi Ogunyemi and Adaora I. Onaga. All rights reserved.”;archive”:.”Scopus”,”container-title”:.”Responsible Management of Shifts in Work Modes - Values for Post Pandemic Sustainability”,”ISBN”:.”978-1-80262-723-7”,”language”:.”English”,”note”:.”DOI: 10.1108/978-1-80262-723-720221003”,”page”:.”23-34”,”source”:.”Scopus”,”title”:.”Ethical leadership in time of

crises: Implications for small business leaders”,”title-short”:”Ethical leadership in time of crises”,”volume”:”2”,”author”:[{"family":”Okekearu”,”given”:”N.”}, {"family”:”Ibeku”,”given”:”S.”}],”issued”:{”date-parts”:[[”2023”]]}],”schema”:”https://github.com/citation-style-language/schema/raw/master/csl-citation.json”} .

As remote work becomes more common, organisations struggle to sustain productivity, engagement, and collaboration among distant teams. This article will focus on the significance of organisational culture in achieving success with remote work. This case study looks at Centric Consulting’s experience creating a successful remote work environment and the methods they used to make it happen. This paper illustrates the crucial role of culture in promoting efficient remote work arrangements and offers useful lessons for organisations migrating to remote work settings by analysing the key results and insights from this case study(English, 2022).

The connection between flexible work arrangements and increased workload. Understanding the possible effects on employee workload and productivity as organisations embrace flexible work arrangements is necessary. The question of work intensification in the context of flexible working practises is examined in the literature already on the subject. The results shed light on the potential drawbacks and advantages of flexible work arrangements and offer guidance on how businesses might efficiently control work intensity to boost productivity and employee well-being.

Face masks and other COVID-19 methods that diminish voice perception have a clear impact on how accessible communication is for those with hearing impairment. Since communication is necessary for social interaction, this may have an effect on the

individuals’ mental health. The purpose of this study was to look at how the COVID-19 measurements affected the communicative accessibility and overall wellbeing of persons with hearing loss. Method: This study included groups of persons with and without hearing loss. On a five point Likert scale, the participants responded to statements. Speech perception abilities, behavioural modifications, and information accessibility were all mentioned in statements on communicative accessibility. At both the general level of daily living in the community and at work, and specifically in relation to perceived stress, wellbeing was assessed. Hearing-impaired participants were questioned about their audiological requirements during the pandemic. The COVID-19 measurements revealed significant group variations in speech perception abilities. To make up for the reduction in voice perception, behavioural alterations were seen. An increase in requests for clarification or the removal of the face mask was linked to hearing loss. While participants with hearing loss offered mixed reactions, the hearing group had no significant issues using technology (like Zoom) or contacting co-worker’s. There was a substantial difference between the groups in terms of everyday well-being, but not in terms of work-related well-being or perceived stress(Hammer & Coene, 2023)such as face masks, have clear consequences for the communicative accessibility of people with hearing impairment because they reduce speech perception. As communication is essential to participate in society, this might have impact on their mental well-being. This study was set out to investigate the impact of the COVID-19 measures on the communicative accessibility and well-being of adults with hearing impairment.

Method: Two groups of adults took part in this study, with (N = 150).

## Research gap

Despite studies examining the behavioral changes in workers following COVID-19, there is still a study vacuum in understanding the precise causes and processes of these changes, particularly in regards to how leadership influences workplace behavior. Prior research has mostly focused on finding broad trends and general shifts in behavior without considering the underlying causes and leadership's unique role in shaping and managing these changes. This study vacuum makes it difficult to fully comprehend how the pandemic, specific employee behaviors, and leadership methods interact.

A thorough investigation of the contextual elements that might mediate or mitigate the association between COVID-19 and behavioral changes in employees is also lacking in the body of available literature. The creation of focused interventions and methods for effectively controlling workplace behavior in the post-COVID age is hampered by the insufficient understanding of how organizational and cultural circumstances impact the transformation of employee behavior.

Therefore, there is a need for study that focuses on the leadership's involvement in controlling and shaping these changes and especially analyzes the causes of the behavioral changes seen in employees after COVID-19. Furthermore, a more thorough investigation of the contextual elements influencing these changes would lead to a more sophisticated knowledge of how organizations may adapt and promote beneficial behavioral alterations in their workforce.

## Research Questions

1. How has the behavior of employees changed post-COVID and what factors have contributed to these changes?
2. What are the primary reasons behind the transformation in employee behavior post-COVID?
3. How has leadership played a role in managing the work-place behavior of employees post-COVID?

## Research Methodology

### Types of Research: -

- Exploratory Study: - This study aims exploring the previously unknown factors working behind behavioral changes of employee after covid.
- This qualitative study has a mixed method approach- both primary and secondary data

### Source of data collection:-

- Primary data: Interviews of private firms in India (more than 5 years), Survey
- Sample Size: 22 employees
- Respondents- employees who have worked for more than 8 years
- Secondary data: Published research papers in scopus database, reports published in various websites/ published articles

Tools: For Bibliography or reference we used Zotero.

## Objectives: -

1. To determine the changes in behavior of employees post COVID
2. To understand reasons behind the transformation in behavior.
3. To analyze the role of leadership in managing work-place behavior of employees

## Scope of the study: -

The study will cover the followings areas: -

**Changes in work environment:** The study has explored how the shift to remote work has affected employee behavior and their work environment. It will also look at how the pandemic has impacted the physical work environment for those who are working onsite.

**Employee well-being:** The study has examined the impact of the pandemic on employee mental and physical health. It will explore the coping mechanisms that employees have adopted to deal with the pandemic and how it has affected their work-life balance.

**Work-related attitudes:** The study has explored how the pandemic has affected employee motivation, job satisfaction, and engagement. It will also look at how employees perceive their job security and future career prospects.

**Organizational culture:** The study has investigated how the pandemic has impacted the organizational culture and how organizations have adapted to the changes brought about by the pandemic. It will also explore how organizations have supported their employees during these challenging times.

## Analysis

**Work Culture:**

In order to meet the needs of various stakeholders, several organizations have developed a hybrid model that blends online and offline work culture. The choice between an online, offline, or hybrid approach is influenced by a number of variables, including the organization's business model, its target market, and the resources that are available.

Some businesses have switched to an exclusively online presence, while others have kept a physical location, particularly for events like meetings, conferences, and training that call for in-person engagement. Many businesses now use a hybrid approach, which enables staff members to work from home and visit the office as needed for meetings or other tasks requiring face-to-face connection.

Many organizations have been forced to switch to operating online because of the pandemic, but some have found the change to be advantageous and intend to stick with an online or hybrid approach going forward. As limitations have loosened in various regions of the world, businesses in the service sector, like restaurants and retail establishments, have begun to expand their offline operations. A lot of educational institutions have adopted hybrid models that let students attend classes both online and in person in response to the shifting educational landscape. Some businesses have made the move from offline to online modes gradually in order to reduce disturbance and assure a smooth process.

But from my research we can understand that people are mostly interested in a hybrid work culture because it is beneficial for the company and the employees. It can help employees to maintain their work

life balanced, productivity is high. But in a few sectors like health sector, e-commerce, bike rental, automobile sector, manufacturing sector for them it is very hard to implement hybrid culture for the organization. For them, in a few job roles they can implement or establish this flexible mode. Apart from that people can have to work from the office.

Leaders believe that they should implement a hybrid culture because when there is a need to work from office they will come to office otherwise they can work from home. And if they implement this it will maintain employee engagement and company work culture.

From the research we say that 70% of IT industry employees are surviving their work from home, 30% of employees from IT industry working from office or in a hybrid mode. From the leaders perspective 55% of people are working in hybrid mode and 30% of employees are working from the office and 15% employees are working from home. And for this reason increase employees effectiveness and efficiency. Apart from that it affects employees psychological stability and also gives impact in their work life balance and job satisfaction.

### **Affecting Professional life:**

As more workers switch to remote work, they must make changes to their habits, communication styles, and work-life balance. For collaboration, virtual meetings, and online productivity tools, employees have grown more reliant on technology. Due to economic uncertainty brought on by the epidemic, which resulted in hiring freezes, furloughs, and layoffs, many workers now face greater employment insecurity. Due to changed priorities or reduced staffing, some employees have seen changes

in their task, which could have resulted in an overload or increased stress. Employees find it difficult to strike a healthy balance between their professional and personal obligations as a result of the blurring of the lines separating work and personal life.

Employees' mental health has suffered as a result of the pandemic, which has raised stress, worry, and burnout because of things like loneliness, fear, or work pressure. Opportunities for job progression, promotions, or pay hikes may have been delayed or put on hold while businesses concentrated on stability and survival. Due to restrictions on in-person events or decreased training expenditures, some workers may have missed out on training opportunities or professional development programmes. The pandemic may have had a big influence on diversity and inclusion efforts because businesses had to deal with new difficulties in keeping inclusive workplaces and ensuring fair treatment. It has been necessary for staff members to adjust to new health and safety procedures, such as donning masks, maintaining a physical distance, and following hygienic rules at work.

Because of these issues it changes their behavior. Of course everything has positive and negative impacts, here also the situation is the same. The positive impacts like remote work adaption, Consciousness about their health and also their families health, being empathetic, emotional well beingness with employees, employees found the way to foster teamwork virtually, adaptable for every kind of new technologies, digital skill development & without working from office they put focus on essential work.

The negative impacts of this pandemic is job insecurity, loneliness, reduction of motivation, major issues with maintaining

work life balance, financial instability, stagnant career growth, communication & collaboration, career setback & very limited opportunities. These fears increase the stress level and create so many health issues like mood swings, hypertension, high blood pressure, diabetes, heart problems etc.

### **Distant Communication:**

Virtual meetings, such as onboarding sessions, team meetings, and one-on-one interactions, are frequently conducted using platforms like Zoom, Microsoft Teams, or Google Meet.

Employees have received critical updates, information, and directives using traditional email and instant messaging channels. Utilizing video conversations, online presentations, and digital tools, businesses have carried out virtual onboarding procedures to welcome and teach new staff.

The distribution of company news, documents, policies, and other pertinent information has traditionally been centralized on internal company portals or intranets.

Organizations can now collect feedback from workers online, address issues, and enhance their remote communication methods. To promote team cohesion and preserve a sense of connection, businesses have set up virtual team-building activities like online games, quizzes, or virtual social events.

Employees are now able to collaborate online, share files, and monitor progress using solutions like Microsoft SharePoint, Google Drive, or project management platforms. Businesses have created virtual communities, encouraged employee involvement, and provided updates and

support via social media platforms and online groups or forums.

### **Collaborate with colleagues:**

Mostly people used to communicate with video communication tools like Zoom, Google meet and other software. They used to communicate with people on a daily basis, weekly basis and monthly basis. They organize meetings with their peers on a daily basis, weekly once or twice with the immediate manager and Monthly once with the senior manager. But few sectors at that time also provided work from office jobs with safety precautions for them it was face to face collaboration.

Employees of the health sector, manufacturing sector, ecommerce sector are working from the office, though they feel low worried about their health and their families health but still work-related loneliness they did not feel. For them teamwork is easier. Because it was a shut down for an unknown period of time employees learn how to collaborate or execute team spirit virtually.

### **Fair & reasonable arrangements:**

Employees' work arrangements were different in different sectors. For example in the health sector, manufacturing sectors it was WFO and IT sector, Financial sector, Edtech Industry it was WFH and still the WFH environment is going on. So, the arrangements change in different industries. Fair arrangements depend on their safety issues, security & also providing medical allowance for those who risk their lives and come out for their work.

Employees may assess the fairness of working conditions, including job

distribution, workload flexibility, benefits, and prospects for career growth and promotion. People can evaluate whether their working conditions support a healthy work-life balance by taking into account elements like flexibility, the capacity to handle personal obligations, and the availability of support systems. A sense of fairness can be enhanced by open and honest communication about job requirements, decision-making procedures, and adjustments to working conditions. Employees are free to evaluate the appropriateness of their pay, benefits, and incentives in light of their workload, obligations, and industry norms. A perception of fairness and reasonability can be enhanced by the consistent application of rules and regulations throughout the organization.

Fairness views can be affected by a positive work environment that supports staff members, recognises and rewards accomplishments, and provides opportunities for professional growth.

It can affect how fairness and reasonableness are perceived when working arrangements can be modified to suit specific requirements and situations, for example through remote work choices, flexible scheduling, or alternate work arrangements.

Employee perceptions of how fair and reasonable their work arrangements are can be influenced by the general organizational culture, which includes values, ethics, and leadership techniques.

An employee's impression of the fairness and reasonableness of their working arrangements might be influenced by personal circumstances and preferences, such as commitments, caregiving obligations, or health issues.

Performance management from distance:

## Corporate Sector:

The corporate sector has seen a large number of organizations successfully employ remote performance management procedures, utilizing technology for goal monitoring, frequent check-ins, and performance reviews.

In the business sector, effective performance management at a distance has been made possible through clear expectations communication, well defined performance metrics, and regular feedback.

In the business world, remote performance management has prioritized outcome-based assessment, putting an emphasis on deliverables and results rather than physical presence.

In the business world, using peer feedback, self-assessments, and virtual performance reviews has become standard practice.

In the corporate sector, problems with remote performance management might develop when there is a lack of communication, restricted access to critical resources, or problems sustaining employee engagement and motivation.

## IT Sector:

In general, the technology industry has adapted effectively to remote performance management, using agile processes, objective measurements, and virtual collaboration platforms to monitor progress and assess performance.

Technology organizations have been able to monitor performance efficiently from a distance because of regular communication and clearly defined goals and KPIs.

In the technology industry, remote performance management has allowed businesses to place more emphasis on outcomes

and results than just physical presence or hours worked.

Better insight into individual and team performance is now possible in the technology sector thanks to the usage of data analytics and performance tracking systems.

Those in the technology industry who are used to working remotely and who have established procedures and communication channels may discover that performance can be effectively managed from a distance.

### Health Sector:

Using technology for goal-setting, frequent check-ins, and feedback sessions, several healthcare organizations have successfully deployed remote performance management tactics.

As a result of the requirement for direct patient care and the scarcity of possibilities for direct observation and evaluation, remote performance management has occasionally proven to be difficult in the healthcare industry.

Healthcare personnel who have access to required tools, regular communication with supervisors, and clear performance goals may think that remote performance management is managed effectively.

Although it might not fully reflect the scope of a person's work, the introduction of telehealth and remote monitoring technology has enabled some performance assessment in the healthcare industry.

It has been necessary for remote performance management in healthcare to adapt established evaluation techniques, place an emphasis on results, and prioritize collaboration and communication.

### Virtual Communication experience:

Virtual communication technologies are frequently used by colleagues who collaborate remotely. The frequency, caliber, and efficiency of virtual communication have a big impact on the culture of remote workers. When opposed to individuals who work in an actual office, remote employees may perceive the level of inclusion and involvement within the team differently. An organization's culture can be improved by making an effort to incorporate remote workers in conversations, decision-making, and social activities. Working remotely can make it harder to collaborate and work as a team. The remote workforce culture can be improved and teamwork can be fostered with the use of efficient collaboration technologies, frequent team check-ins, and well defined protocols.

Employees who work remotely could appreciate clear communication, direction, and emotional support from visible, encouraging leadership. A positive culture is facilitated by leaders who actively interact with remote team members and handle their issues.

By participating in virtual meetings and debates and adhering to corporate standards, remote employees can still experience the common values and beliefs of the organization. A feeling of belonging and a good experience with the organization's culture are influenced by alignment with its ideals. It is beneficial to build a positive culture by publicly acknowledging and praising the contributions made by remote workers via virtual channels, such as celebrations online or by thank-you letters. The professional development of remote workers can be facilitated by giving them access to online learning materials, virtual

training sessions, or webinars. This can also foster a pleasant workplace culture.

Support for work-life balance inside the company may have an impact on how remote employees perceive the culture. A positive cultural experience is influenced by the promotion of flexible scheduling, the encouragement of boundaries, and the recognition of individual wellbeing.

The culture can be improved by fostering social contacts among distant workers. A sense of camaraderie and connection is facilitated by virtual team-building exercises, unofficial virtual gatherings, and channels set aside for conversations unrelated to business. Businesses that prioritize the wellbeing of their remote workers and offer them support systems, such access to mental health services, wellness initiatives, or employee assistance programmes, foster a healthy work environment.

But at the same time working remotely can lead to feelings of loneliness specially for the person who stays alone and does not have social connection outside the workplace. Lacking face to face conversation can lead to miscommunication or misunderstanding and it also changes a person's body language and it is hard for them to build a rapport, express emotions with other people. It can increase stress, anxiety.

### **Preferred work-culture:**

According to the research, almost 30% leaders prefer work from home facilities, 10% leaders want work from the office and the rest 70% want a hybrid work culture. Majors wanted hybrid mode so that it will increase flexibility, productivity, improve employees well-being, cost saving for the employees.

## **Employees engaged and thriving:**

### **Employee Engagement:**

Employee engagement is aided by effective leadership communication, transparency in decision-making, and regular updates on organizational goals and plans. Employees are more engaged when their work is meaningful, challenging, and matches their abilities and interests. Employee engagement may be increased through acknowledging and praising employee efforts through recognition programmes, prizes, and opportunities for growth and progress. Employee engagement is higher in an environment that encourages cooperation, teamwork, and open communication. A positive work environment that prioritizes work-life balance, provides appropriate resources, and promotes employee well-being correlates to better levels of engagement. Employee thriving is more than just engagement; it refers to an employee's total well-being, growth, and development. Take into account the following factors:

### **Learning and Development:**

Employees thrive and feel optimistic about their future in organizations that provide possibilities for skill upgrading, training, and career growth.

Work-life integration is improved through fostering flexibility, well-being programmes, and policies that address work-related pressures. Employees that feel empowered, trusted, and given decision-making authority are more likely to thrive. By establishing a sense of belonging and psychological safety, a culture that values and encourages inclusion, diversity, and equity leads to employee thriving.

Employees who find their work relevant and linked with their personal values are more likely to thrive and be optimistic about the future.

Employees' engagement and motivation can be influenced by their belief in the organization's future.

### **Leadership Effectiveness:**

Employees are inspired by strong, visionary leadership that exhibits expertise, communicates a clear strategic direction, and skillfully navigates hurdles. Employees may be more optimistic in the organization's future if financial performance, market position, and long-term viability are stable. Organisations that welcome change, stimulate innovation, and respond quickly to market trends instill confidence in employees about the organization's potential to effectively handle future obstacles. Involving employees in decision-making processes, soliciting their feedback, and considering their perspectives helps boost their confidence in the organization's future path. Employees are more confident in the organization's future when it has a great public image, a strong employer brand, and a track record of success.

### **The Impact on Work Culture:**

Yes, many organizations' work cultures have evolved since covid. According to a Quartz and Qualtrics poll, more employees thought their workplace culture improved during the epidemic than said it deteriorated. Businesses have seen a rise in trust, a flattening of hierarchies, and faster and more agile decision-making. However, there were significant gender differences, with males 40% more likely than women to claim business culture had improved since

the start of COVID-19. Companies can develop a positive work culture by instilling a sense of belonging in their employees. According to research, when employees feel like they belong to a team or organization, they not only perform better but also have higher levels of engagement and well-being.

Companies must carefully consider the value proposition connected with bringing people back to the workplace and ensure that it is effectively communicated to employees. Companies' remote work plans should be developed with input from numerous stakeholders, including operations, IT, HR, and real estate. Leaders must be sensitive, flexible, and constantly recognise individuals who are living the company's goal. Most importantly, leaders must lead by example. The COVID-19 epidemic has had a disproportionate impact on women in the workplace. Women account for 39% of worldwide employment but account for 54% of overall job losses. . Women were more likely than males to lose their jobs in 17 of the 24 rich countries where unemployment increased last year<sup>2</sup>. Last year, women spent 7.7 more hours per week on unpaid childcare than men, leading some women to quit their jobs entirely<sup>2</sup>. Following the pandemic, companies must closely monitor their new working regulations to ensure that women are not disadvantaged.

### **Post-Pandemic Changes in Colleagues' Behavior and Attributes:**

Remote or hybrid work environments and virtual communication technologies may be better adapted to colleagues who joined after the epidemic. Due to the pandemic's greater reliance on technology, new

employees may be more comfortable and adept at using a variety of digital tools and platforms. Because of remote or hybrid work arrangements, colleagues may have become more self-reliant and proactive in managing their tasks, deadlines, and overall work obligations. Because of the focus on virtual communication, new employees may have developed great written and vocal communication abilities, such as clarity, conciseness, and adaptation across several communication channels.

In 17 of the 24 rich countries where unemployment increased last year, women lost their jobs more often than men. As a result, some women quit their jobs completely due to spending 7.7 more hours on unpaid childcare than men last year. For women not to be disadvantaged as a result of the pandemic, companies must closely monitor their new working regulations.

As a result of the pandemic, creativity and problem-solving have been sparked. New personnel may bring new insights and inventive approaches to addressing difficulties and driving organizational success. Because virtual onboarding grew increasingly common throughout the epidemic, new colleagues may have great virtual onboarding abilities, adopting fast to their tasks and integrating with the team remotely. It is crucial to highlight that these potential alterations are general observations that may differ among individuals based on their particular experiences and situations. Actual changes in behavior and qualities of coworkers following the pandemic will be determined by a number of factors, including individual personalities, work situations, and organizational culture.

## The Pandemic's Effect on the Organization: Positive or Negative?

The pandemic has compelled organizations to adopt digital technology and innovate, resulting in higher productivity, remote collaboration, and improved consumer experiences.

Remote work and flexible work arrangements are becoming more common, providing benefits such as greater work-life balance, reduced commuting time, and increased job satisfaction for some individuals. The pandemic has raised awareness of employee well-being and mental health, prompting businesses to engage in initiatives that prioritize employee health and support networks. Many organizations have exhibited agility and resilience in adjusting to a changing business landscape, implementing new strategies, and finding innovative solutions to problems.

The epidemic has caused enormous disruption to businesses, supply chains, and general operations, causing financial strain and concern for many organizations. Because of the economic impact of the pandemic, some organizations have suffered layoffs, furloughs, or downsizing, leading to employment instability and financial hardships for staff. Remote employment and blurred boundaries between work and home life have contributed to a rise in cases of burnout and work-life imbalance for some individuals. The transition to remote work and limited in-person encounters has caused issues for collaboration, teamwork, and social connections within organizations. It is crucial to highlight that the specific good and bad changes experienced by an organization will differ depending on industry, size, location, and the organization's ability to adapt.

## Work from Home and Productivity: A Comparison

Some people claim to be more productive when working from home. Reduced commuting time, fewer interruptions from coworkers, and a more personalized work environment have all contributed to certain employees' increased focus and efficiency. On the other side, some people have reported lower productivity when working from home. Certain individuals' productivity might be hampered by factors such as difficulty separating work and personal life, a lack of social engagement, communication and collaboration obstacles, and home environment distractions.

The influence on productivity varies depending on the function and industry. Jobs that need a high level of collaboration, access to specialized equipment, or physical presence may be more difficult to accomplish remotely and may result in a lower level of productivity when compared to roles that can be done efficiently remotely. Employees and organizations have had the opportunity to adapt to remote work situations, develop solutions to obstacles, and optimize their work processes over time. Many people's productivity has increased as they become more familiar with remote work dynamics and harness technology and tools to increase efficiency.

## Employee Behavior after Covid-19: An Opinion

Individuals have had to adjust to new working conditions as a result of the epidemic, such as remote or hybrid work settings. Employees have demonstrated higher adaptability and flexibility in adjusting to these changes. Employees' reliance on digital technologies and remote cooperation

has enhanced their digital literacy and tech-savvy. They have improved their ability to interact and execute work by utilizing numerous technologies and platforms. Employees are feeling more empathy and support as a result of the pandemic. Individuals are more conscious of the issues they confront, both individually and professionally, which leads to more understanding and support for one another.

Employees have learned to cooperate well in virtual contexts as a result of the move to remote work. They've mastered the use of video conferencing technologies, project management platforms, and other digital tools to collaborate with colleagues from all over the world. The pandemic has emphasized the significance of work-life balance. Employees have become more aware of the importance of separating work and personal life, managing their time properly, and prioritizing self-care. Employee well-being and mental health have received more attention as a result of the pandemic. Employees are more conscious of the value of self-care and are looking for strategies to maintain their mental health through difficult times.

## Findings & Discussions:

- 30% of employees do not want any changes in their present work culture.
- 70% of employees prefer a hybrid work culture.
- Employee engagement is the reason for a good & healthy work culture.
- Work culture gives impact on employees' behavioral changes.
- Job insecurity, stress, loneliness can create health issues and health issues put a bad impact on employees' behaviour.

- the organization's policies and programmes like Physical Environment, Flexibility and work-life balance, Employee engagement put in place to support workers' well-being in the new workplace.
- Reduction of salary was the major issue in IT company for that employees were undergoing tremendous pressure(*A Study on the Behaviour of IT Employees during the COVID 19 Pandemic with Special Reference to Bangalore.*, 2020).
- Evidence of work intensification being experienced by both those who work reduced hours and those who work remotely(Kelliher & Anderson, 2010) we present evidence showing that flexible workers record higher levels of job satisfaction and organizational commitment than their non-flexible counterparts. However, we also report evidence of work intensification being experienced by both those who work reduced hours and those who work remotely. We identify three means by which this intensification occurs - imposed intensification, enabled intensification and intensification as an act of reciprocation or exchange. We argue that the apparent paradox of high job satisfaction and organizational commitment, alongside work intensification can be explained by employees trading flexibility for effort. Using social exchange theory we propose that employees respond to the ability to work flexibly by exerting additional effort, in order to return benefit to their employer. © The Author(s).
- The attitudes and perceptions of remote working (RW) for employees, present the related employers' attitudes and RW management experience following the Covid-19 crisis, and discuss the useful

measures to meet the future challenges of RW(Ostapenko et al., 2022).

## Conclusion

To summarise, the COVID-19 pandemic has resulted in major changes in workplace culture and employee behavior. Some of the changes that have occurred include a shift towards remote work, more adoption of digital technologies, and an emphasis on employee well-being. The pandemic has also revealed existing disparities, including the gender gap in the workplace. Organizations can foster a positive work culture after covid by creating a sense of belonging among their employees, communicating openly with them, developing remote work plans based on feedback from many stakeholders, and providing flexibility and support to their employees. Management can also have regular talks with employees, be clear about their policies, conduct mentoring sessions and counseling for employee well-being, and recognise and acknowledge employees' achievements to increase employee morale. Employees and organizations have been forced to adjust to new modes of working, communicating, and collaborating as a result of the pandemic. While these developments have posed difficulties, they have also provided opportunities for growth and innovation. Organizations can foster a healthy work culture after covid by accepting these changes and concentrating on employee well-being. This will not only help their staff, but will also add to their organizations' long-term prosperity and resilience. Moving forward, it is critical that we continue to learn from the pandemic's lessons and try to establish more flexible, adaptive, and inclusive workplaces.

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