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## **A STUDY OF EMPLOYEES PERCEIVED ORGANIZATIONAL SUPPORT DURING COVID -19 PANDEMIC WITH REFERENCE TO EDUCATION SECTOR**

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Prof. Shri. V. V. Varkhedi

**A STUDY OF EMPLOYEES PERCEIVED ORGANIZATIONAL SUPPORT DURING  
COVID -19 PANDEMIC WITH REFERENCE TO EDUCATION SECTOR**

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**ABSTARCT:**

Human Resources of education sector are the lifeline of any organization and need to be handled with the utmost care and dignity all the time, and not just during this crisis. Educational organizations are planning to take various short-term and long terms HR measures best suited to them in their wisdom. This research paper tries to find out various Human resource practices followed by educational institutions to take care of their Employees as well as faculties during covid 19 Pandemic. The paper is intended towards the various precautionary practices and measures followed by institutes, various trainings and development sessions organized by educational organizations for their employees. Also the paper depicts about the stress management measure also taken care by the various educational institutes during the COVID-19 Pandemics.

**KEYWORDS:** HR, COVID, Strategies, Education, employees

**INTRODUCTION**

The impact of pandemic COVID-19 is observed in every sector around the world. The education sectors of India as well as world are badly affected by this. It has enforced the world wide lock down creating very bad effect on the students' life. Around 32 crore learners stopped to move schools/colleges, all educational activities halted in India. The outbreak of COVID-19 has advised us that change is inevitable. It has worked as a catalyst for the educational institutions to grow and opt for platforms and techniques, which have not been used before. The education sector has been fighting to survive the crises with a different approach and digitizing the challenges to wash away the threat of the pandemic.

Human Resources of education sector are the lifeline of any organization and need to be handled with the utmost care and dignity all the time, and not just during this crisis. Educational organizations are planning to take various short-term and long terms HR measures best suited to them in their wisdom. This research focus on various Human resource followed by institutions to take care of their Employees as well as faculties. There is a need to capture and understand the impact of the COVID-19 pandemic on the key of employee's observations and educational organizations support. There is a need to understand the impact of the COVID-19 pandemic on a wide gamut of practices and processes like - employee well-being, engagement, recruitment, compensation and benefits, performance management, learning and development, etc.

**LITERATURE REVIEW**

The researcher had done review of literature in the field of Impact of COVID Pandemic on various organizations and their policies and practices.

The news in newspaper in Punekar News, Pune, May 4, 2020 focused towards the impact of the COVID-19 outbreak on the organizations over the globe and many organizations had reevaluated their practices and did what's best to sustain amid tough times. The organizations are working on various

practices like remote working alternatives, revisiting employee engagement initiatives and additional financial assistance. [3, 12]

Bear, Slaughter, Mantz & Farley-Ripple (2017) identified the role of the HRM towards their employees during Medical-Based Pandemics and the Financial Slumps in their research paper entitled “Rewards, praise, and punitive consequences: Relations with intrinsic and extrinsic motivation”. Some of the main factors that define by the author are as Workplace Guideline and Support, Access to Information and Updates on Pandemic with Financial Benefits, Health Related Quality of Life, Communication and Promoting Message [10]

**Vikram Shroff** the Leader, in HR Law at Nishith Desai Associates, based in Mumbai, India who is SHRM's Subject Matter Expert for Industrial Relations mentioned about Retrenchment and Termination, Outplacement and Career transitioning, Temporary Shutdown/Suspension of Operations, Employee Communications HR Policies and Procedure Manual in his article. [16]

### **NEED OF THE STUDY**

The research is aimed towards examining the role of Human Resources Management (HRM) towards the employees in educational sector as far as curbing the adverse impact of Covid-19 is concerned. Especially during pandemics, employees are a strategic asset of any organization that has to be managed, preserved and retained, with focus on experienced and skilled ones. When they feel dissatisfied with the current job because of lack of several variables. This research concentrates the organizational support perceived by employees in education sector during the COVID 19 Pandemic. The present study considered various practices intended towards human resource management namely Organizational Demographics, Organizational Support, Employee engagement and communication, Promotion, compensation and benefits, Recruitment, Training and development, Precautionary and Safety Measures.

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This research concentrates the organizational support perceived by employees in education sector during the COVID 19 Pandemic. The present study considered various practices intended towards human resource management namely Organizational Demographics, Organizational Support, Employee engagement and communication, Promotion, compensation and benefits, Recruitment, Training and development, Precautionary and Safety Measures.

### **OBJECTIVES AND HYPOTHESIS OF THE STUDY**

The main objectives of the study are as follows:

1. To study the various Practices used for Human Resource Management (HRM) of the educational organizations during COVID 19 Pandemic.
2. To identify various measures taken by educational organizations for their faculties.
3. To identify the various best practices for educational employees
4. To compare the Practices implemented in various institutes.
5. To design the conceptual framework for best practices during COVID 19 Pandemic.

The hypothesis formulated w.r.t. the present study are as follows:

H<sub>1</sub>: There is a significant difference between the practices implemented by the educational institutes for their employees.

H<sub>0</sub>: There is no significant difference between the practices implemented by the educational institutes for their employees.

**SCOPE OF THE STUDY**

- **Conceptual Scope:** The conceptual scope is to study the opinion of employees to understand the support received by their educational organizations during COVID 19 Pandemic. The scope of the proposed research is to identify the various HR practices implemented in the educational organizations.
- **Geographical Scope:** The geographical scope to collect the data from the employees from educational institutes of professional post graduate management courses from Pune region.
- **Analytical Scope:** Analytical scope is confined to statistical analysis using statistical tool (SPSS).

**RESEARCH DESIGN**

The present study is an exploratory study to identify the various HR policies and practices adopted by the organizations in diverse sectors. The impact of HR practices is studied with special reference to employees.

• **Stages of Research**

The current study is carried out through six different stages represented as Review of Literature, Pilot study, Main Study , Conceptual Framework, Findings, Conclusion and Suggestions.

• **Data Collection**

The data collection method is based on nature, scope, availability of money and time, precision factor etc. Data is collected by using primary and secondary data collection methods.

**Primary Data :** The primary data related to the proposed study is collected using questionnaire and formal and informal discussion with the employees of various affiliated educational organizations post graduate management professional courses specifically MBA and MCA institutes from Pune region. The questionnaire is sent online to the respondents (employees) and data is collected through the online survey method.

**Secondary Data :** The secondary data related to the proposed study is collected from Published and unpublished Reports, Periodicals, Internet, various research papers, articles, news, books, Magazines, etc.

- **Sample Size:** For the present study total 100 samples (employee’s response) are collected from various educational organizations across Pune region.
- **Tools of Analysis:** The data collected from both the sources is analyzed and interpreted in the systematic manner with the help of statistical tools specifically SPSS (Statistical Package for the Social Sciences).

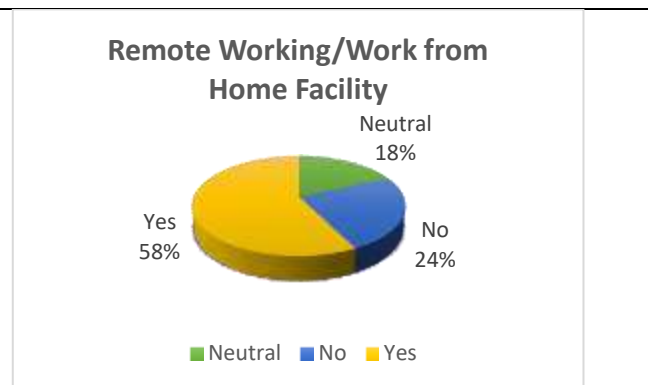
**DATA ANALYSIS AND INTERPRETATION**

**Working Facility**

Remote working/Work from Facility				
Opinion	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	22	18.3	18.3	18.3
No	29	24.2	24.2	42.5
Yes	69	57.5	57.5	100
Total	120	100	100	

Table no.1: working facility

Source: Compiled by researcher using SPSS

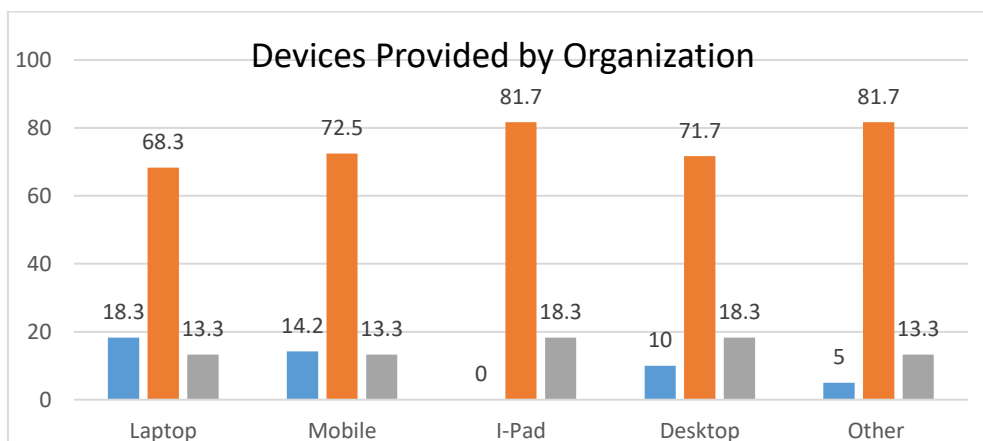


Graph No. 1 : Remote working facility

The table and graph represents the remote working facility provided by the educational organization during COVID 19 Pandemic. It shows 58 % of employees received the work/remote working from

facility while as 24 % are didn't got the same during this ongoing Covid -19 Pandemic and 18 % respondents' are neutral.

It has outcome that, maximum employees approximate 58 % are perceived the remote working / work from home facility supported by their respective educational institutes. Hence it has also concluded that, maximum educational originations are supporting remote working /work from faculty to their employees during this Covid -19 Pandemic.



The above graph represents the various devices like laptop, desktop, mobiles, i-pad provided by the educational organizations for remote working and work from home facility. The respondents have agreed on they have provided laptop facility 18.3 %, 68.3 % does not have and 13.3 % are neutral. 14.2% employees have received mobile facility, 72.5 % does not and 13.3 % are neutral from their organization.

81.7 % respondents utters that they did not received I-pad facility while as 18.3 % are neutral.

10 % employees been working on desktop provided by organization while as 71.7 % says that they didn't received the facility and 18.3 % are neutral. Only 5 % respondents received other devices.

It has outcome that, educational organizations have provided 18.3 % laptop, 14.2% mobile, 10 % desktop, 5 % other devices for remote working or work from during this ongoing Covid -19 Pandemic.

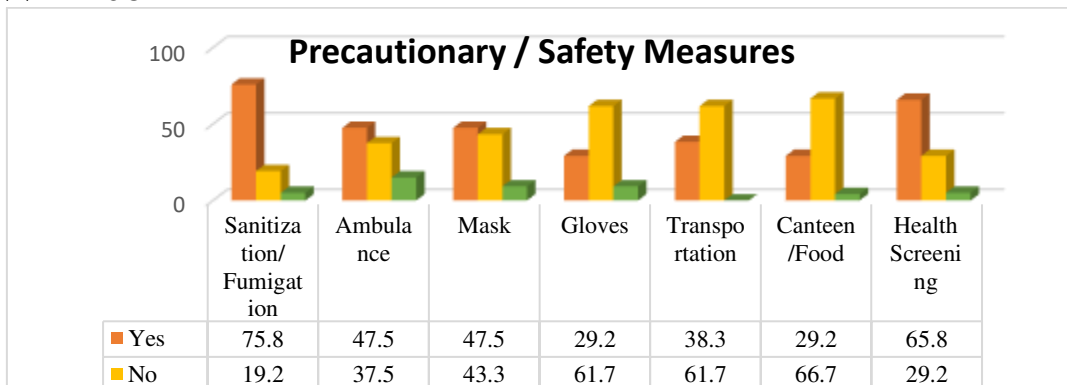
Hence it has been resulted that educational organizations have provided very less percentage of laptop, mobile, desktop facilities for remote working during COVID 19 Pandemic.

#### Precautionary / Safety Measures provided by educational organizations

Precautionary / Safety Measures	Yes	No	May be
Sanitization/ Fumigation	75.8	19.2	5
Ambulance	47.5	37.5	15
Mask	47.5	43.3	9.2
Gloves	29.2	61.7	9.2
Transportation	38.3	61.7	0
Canteen /Food	29.2	66.7	4.2
Health Screening	65.8	29.2	5

Table No. 2: Precautionary / Safety Measures

Source: Compiled by researcher using SPSS



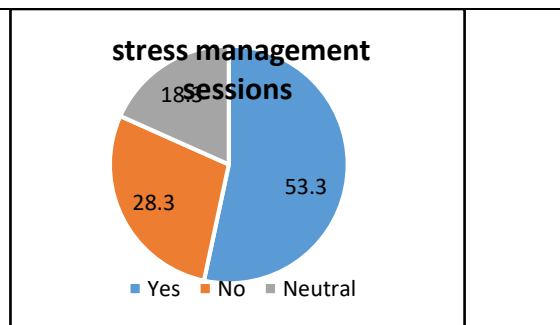
Graph No. 2: Precautionary / Safety Measures

The above table no .2 and graph no.2 represents the, various Precautionary / Safety Measures provided by the educational organizations to their employees during Covid -19 Pandemic namely Sanitization / Fumigation, Ambulance, Mask, Gloves, Transportation, Canteen/Food, Health Screening facilities for their employees during COVID 19 Pandemic.

Therefore, it has resulted that, various educational organizations take care of safety measures of their employees during COVID 19 Pandemic in terms of Sanitization / Fumigation (75.8%), Ambulance (47.5%), Mask (47.5 %), Gloves (29.2%), Transportation (38.3 %), Canteen / Food (29.2 %) and Health Screening (65.8%).Hence it has concluded that, educational organizations are taking care of precautionary measures for their employees.

**Stress Management of Employees:**

stress management sessions	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	64	53.3	53.3	100
No	34	28.3	28.3	46.7
Neutral	22	18.3	18.3	18.3
Total	120	100	100	



Graph No. 3: Promotions of employees

Table No. 3: Promotions of employees

Source: Compiled by researcher using SPSS

53.3 % respondents are agreeing that their organization has provided stress management session while as 28.3 % are disagree and 18.3 % are neutral is described in above table and graph.

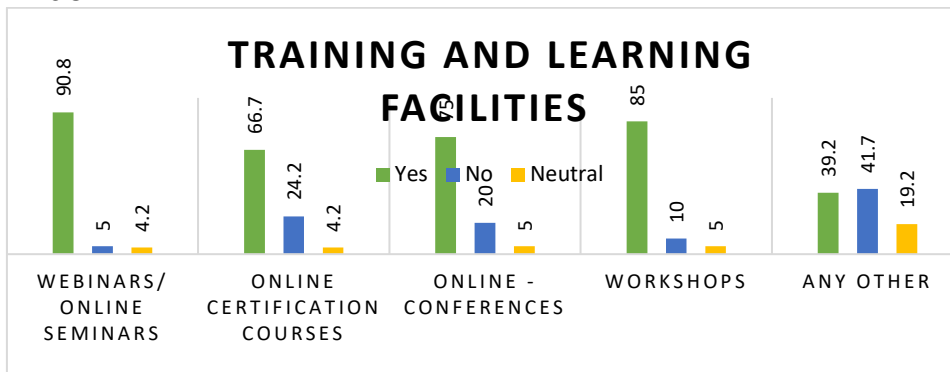
Hence it has concluded that, approximate 53 % respondents are agreeing that their organization has provided stress management session during COVID 19 Pandemic from their employees.

**Training and Learning Practices**

additional learning and training facilities	Webinars/ online seminars	online certification courses	Online - Conferences	Workshops	Any Other
Yes	90.8	66.7	75	85	39.2
No	5	24.2	20	10	41.7
Neutral	4.2	4.2	5	5	19.2

Table No. 4: Training and Learning Practices

Source: Compiled by researcher using SPSS



Graph No. 4: Training and Learning Practices

The training and learning practices provided by the educational organizations to their employees are represented in the above table no.4 and graph no.4. It depicts that 90.8 % employees received online seminars webinars, 5 % did not get and 4.2 % are neutral for the same.

66.7 % online certification courses are provided to the employees by the educational organizations while as 24.2 says they didn't get and 4.2 are neutral. 75 % of employees got online conferences facility, 20 % did not have and 5 % are neutral. 85 % respondents got workshop facility from their educational institute while as 10 % does not get and 5 % are neutral. 39.2 % employees has done other training programme provided by their organization and 41.7% not and 19.2 % are neutral.

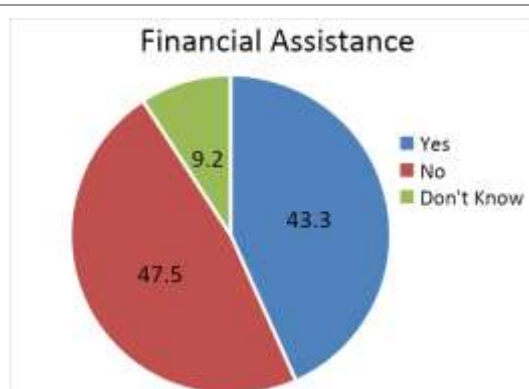
Therefore, it has been concluded that, maximum employees received training and learning facility specifically webinars/online seminars (90.8%), online certification course (66.7%), online conferences (75 %), workshops (85 %), and other training programme (39.2%).

Hence it has resulted that during Covid-19 Pandemic maximum educational organizations has provided the training and learning practices to their employees for their skill up gradation.

**Financial Assistance, Rewards and Salary :**

Financial Assistance	Frequency	Percent	Valid Percent	Cumulative Percent
Don't Know	11	9.2	9.2	9.2
No	57	47.5	47.5	56.7
Yes	52	43.3	43.3	100

Table No. 5: Financial/Funding Assistance  
 Source: Compiled by researcher using SPSS



Graph No. 5: Financial/Funding Assistance

The above table no.5 and graph no. 5 depicts that only 43.3 % of employees receives funding /financial assistance for paid training and learning courses while as 47.5 % are not and 9.2% are don't know for the same.

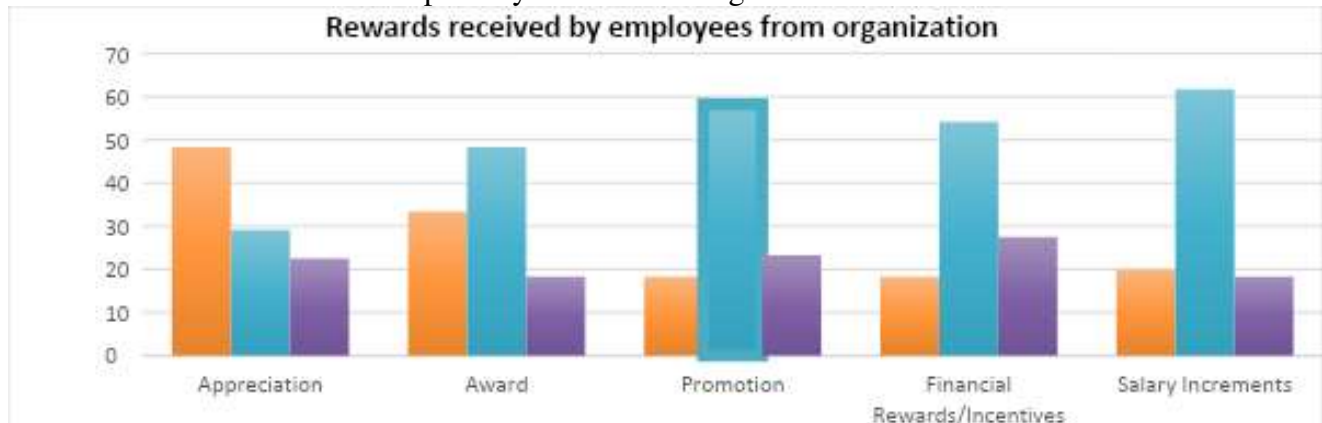
Hence it has resulted that, approximate 43 % employees have received the financial assistance for the training and learning facility from their educational institutes.

organization has rewarded in terms	Yes	No	Neutral
Appreciation	48.3	29.2	22.5
Award	33.3	48.3	18.3



Promotion	18.3	58.3	23.3
Financial Rewards/Incentives	18.3	54.2	27.5
Salary Increments	20	61.7	18.3

Table No. 6: Rewards from educational organization  
 Source: Compiled by researcher using SPSS



Graph No. 6: Rewards from educational organization

The above table & graph no.6 represents the rewards given by the organizations to their employees after completion of training. It shows, 48.3 % of respondents have received Appreciation, Award (33.3%), Promotion (18.3 %), Financial Rewards/Incentives (18.3%), Salary Increments (20%). Hence it has resulted that, approximate 48 % of have received rewards from their organizations on the successful completion of training and learning in terms of Appreciation as compared to Award, Promotion, Financial Rewards / Incentives and Salary Increments.

## HYPOTHESIS TESTING

### Hypothesis 1:

H<sub>1</sub>: There is significant difference between the perceived work structure implemented and educational organizations support to their employees during Covid-19 Pandemic.

H<sub>0</sub>: There is no significant difference between the perceived work structure implemented and educational organizations support to their employees during Covid-19 Pandemic.

The t-test is used to compare two means to check if they are different from each other. In the present study, the paired sample t-test is carried out to compares means from the same group at different times.

### Paired Samples Test

		Paired Differences				t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference			
					Lower	Upper		
Pair 1	Work Structure implemented - educational organizational support to employees	.1905	.69469	.06780	.0560	.3249	2.810104	.006

Table No: 8 Paired Samples Test

Source: Compiled by researcher SPSS

**The p-value** = 0.006 which is  $<0.05$  at 95 % confidence level. If the p-value is  $< 0.05$  then Reject the null hypothesis and accept the alternative hypothesis.

Here in above table no. 28 the p-value is 0.006 which is  $<0.05$ ; hence the null hypothesis is rejected and alternate hypothesis is accepted.

Therefore the alternate hypothesis is accepted: there is significant difference between the perceived work structure implemented and educational organizations support to their employees during Covid-19 Pandemic.

Therefore it has concluded that, the work structure implemented in educational organizations and support received to the employee from organizations is significantly varies.

#### **FINDINGS:**

- It has consequences that, maximum employees approximate 58 % are perceived the remote working / work from home facility supported by their respective educational institutes.
- It has found that, educational organizations have provided 18.3 % laptop, 14.2% mobile, 10 % desktop, 5 % other devices for remote working or work from during this ongoing Covid -19 Pandemic.
- It has resulted that, maximum employees 70.8 % has secured internet/network connection for remote working or work from home during this ongoing Covid -19 Pandemic
- It has occasioned that, 95% of educational institutes/organizations conduct consistent online/virtual meetings for better coordination smooth functioning of work during this ongoing Covid -19 Pandemic.
- It has occasioned that, approximate 68 % of educational organizations does not provides the internet reimbursement/ Internet Data card charges for remote working/work from home during Covid-19 Pandemic.
- It has observed that, various educational organizations take care of safety measures of their employees during COVID 19 Pandemic in terms of Sanitization / Fumigation (75.8%), Ambulance (47.5%), Mask (47.5 %), Gloves (29.2%), Transportation (38.3 %), Canteen / Food (29.2 %) and Health Screening (65.8%).
- It has detected that all educational organizations follow the social distancing norms in their organization for the safety of their employees
- It has been witnessed that, approximate 50 % educational organizations makes compulsory to their employees to report to institute physically during this ongoing Covid-19 Pandemic.
- It has been occasioned that, maximum employees received training and learning facility specifically webinars/online seminars (90.8%), online certification course (66.7%), online conferences (75 %), workshops (85 %), and other training programme (39.2%)
- Approximate 43 % employees have received the financial assistance for the training and learning facility from their educational institutes.
- It has perceived that approximate 43% of educational organizations have not done any reduction in their employee's salaries during this ongoing Covid-19 Pandemic
- It has outcome that, approximate 47 % of respondents are agree on changes in promotions and utters that they did not got their promotions during the COVID 19 Pandemic
- 50 % employees are agree that they need the stress management sessions from educational organizations during this Covid -19 Pandemic.
- It has resulted that approximate 66 % employees are satisfied on work structure implemented by organizations.
- It has induced that approximate 50 % organizations have reformed their leave policies during COVID 19 Pandemic.
- It has been perceived that 33 % of educational organizations are doing recruitment of additional employee's process during COVID 19 Pandemic

**SUGGESTIONS:**

- During the ongoing Covid -19 Pandemic educational organizations should provide the devices required for remote working to their employees.
- There is need to provide Internet Charges to the employees during this Covid-19 Pandemic for online and remote working.
- Precautionary safety measures should be increased for employees during Covid-19 Pandemic.
- Educational organizations should not make compulsory to their employees to report to institute physically during this ongoing Covid-19 Pandemic.
- Educational organizations should provide ore training and learning practices to their employees for their skill up gradation and professional development.
- Educational organization should increase the funding / financial assistance for the training and learning facility for their employees.
- Educational organizations should not do the any reduction in their employee's salaries during this ongoing Covid-19 Pandemic
- Organizations should work on incentive structure of employees.
- Educational organizations should provide the promotions during the COVID 19 Pandemic.
- There is need to organize more stress management sessions for employees during this Covid-19 Pandemic.
- Need to focus on works structure and work satisfaction of employees.
- There is need reformation and streamline of leave policies of employees in educational organization during the Covid-19 Pandemic.

**CONCLUSION:**

There is a need to capture and understand the impact of the COVID-19 pandemic on the key of employee's observations and educational organizations support. There is a need to understand the impact of the COVID-19 pandemic on a wide gamut of practices and processes like - employee well-being, engagement, recruitment, compensation and benefits, performance management, learning and development, etc.

The recommended study will be beneficial for any organization during any pandemic situation as well as fruitful for crisis management of any organization and their stakeholders. The research concludes that Maximum educational originations are supporting remote working /work from faculty to their employees during this Covid -19 Pandemic. Educational institutes/organizations conducted consistent online/virtual meetings for better coordination smooth functioning of work during this ongoing Covid -19 Pandemic. The research has witnessed that Educational organizations are taking care of precautionary measures for their employees.

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