

**Project Dissertation Report on**  
**ASSESSMENT OF EFFICIENCY OF TRAINING**  
**DURING PANDEMIC**

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# **CERTIFICATE**

This is to certify that the work titled “**Assessment of efficiency of training during Pandemic**” as a part of the Final year Major Research Project submitted by Vishal Yadav (2K20/DMBA/149) in the 4th Semester of MBA, Delhi School of Management, Delhi Technological University during January-May 2022 is his original work and has not been submitted anywhere else for the award any credits/degree whatsoever.

The project is submitted to Delhi School of Management, Delhi Technological University in partial fulfilment of the requirement for the Award of the degree of Master of Business Administration.

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## DECLARATION

I hereby declare that the work titled “**Assessment of efficiency of training during Pandemic**” as part of the final year Major Research Project submitted by me in the 4th Semester of MBA, Delhi School of Management, Delhi Technological University, during January-May 2022 under the guidance of **Dr. Vikas Gupta**, is my original work and has not been submitted anywhere else.

The report has been written by me in my own words and not copied from elsewhere. Anything that appears in this report which is not my original work has been duly and appropriately referred/cited/acknowledged.

## ACKNOWLEDGEMENT

Before I get into the thick of things, I would like to add a few words of appreciation for people who have been a part of this project right from its inception. This project's writing has been one of the significant academic challenges I have faced. This project would not be completed without the support, patience, and guidance of the people involved. It is my deepest gratitude to them.

It gives me incredible pleasure to present my Major research project report on “**Assessment of efficiency of training during Pandemic**”. It has been my privilege to have such project guides who have assisted us from this project's commencement. This project's success results from sheer hard work and determination put in by me with my project guide. I now take this opportunity to thank **Dr. Vikas Gupta**, who acted as my mentor despite his many academic and professional commitments. His wisdom and insight inspired and motivated me without his understanding and support this project would not have been exciting, and neither would have reached productivity.

I also feel the heartiest sense of accountability to my family members & friends, who helped me collect data & resource material even in processing and drafting the manuscript. This project is devoted to all those people who helped us while doing this project.

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Summary

## **EXECUTIVE SUMMARY**

One of the most crucial roles of Human Resource management in any firm is training and development. The goal of this training is to improve individuals' abilities, behaviour, and knowledge by exposing them to new ways of accomplishing their jobs.

Training and development aids in the upgrading of individuals' skills and expertise for doing a job, which in turn increases their work efficiency and an organization's production. It guarantees that employees' oddness or eccentricity is eliminated, and that education or behavioural change occurs in a fairly organised manner.

Previously, the bulk of such activities resulted in illness/stress as a result of downsizing, as well as violations of the affective commitment between employees and employer. HR and T&D departments were widely criticised for generating this psychological collapse as a result of their enormous layoff measures.

This study will assist us in better understanding the function of training and development sessions in this new world where Human Resources is so important.

Identifying the issues that workers encountered when working from home and how training resolved them.

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# 1. INTRODUCTION

## 1.1 Background

The world's worst pandemic since the 1930s stock market crash has resulted in a financial sector liquidity crunch. It all began in September 2008, while Lehman Brothers declared bankruptcy, triggering a chain reaction of liquidity management issues for most financial institutions around the world. The crisis has primarily harmed the banking institutions of the United States and Europe, but it has also had a significant impact on the large percentage of advanced and emerging markets, such as Greece. Regardless of the fact that such financial stress did not affect all European states in the same way, the repercussions were nearly identical across the board. However, the pandemic was exceptional as it combines financial pandemic originating in the world's greatest economy (the United States) and has set people to not come out of their apartments and houses, the pandemic is corona.

Knight defines an economic crisis as “a significant moment of societal upheaval/instability that produces feelings of danger, terror, and fear among organizational members” from a sociological standpoint. An economic crisis can be viewed from either an organizational or from a sociology-based perspective as a period of change and/or not that stability might create elicit unfavorable reactions from an organization's stakeholders, posing possible hazards to the enterprise. Using these definitions, we can highlight the potential importance of Human Resources and Training & Development in providing strategic interventions that can help to alleviate feelings such, as they play key role in assisting in the leadership and management of individual person and organization-based change.

In earlier times the majority of cases, such acts resulted in illness/stress as a result of downsizing, as well as the psychological contract between employer & employee gets breached. Due to their massive retrenchment initiatives, HR and T&D departments were blamed for this psychological breakdown. Organizations, on the other hand, had no choice but to use such measures in order to stay afloat. The banking sector had a leader reputation in the workforce development prior to the pandemic, but the prolonged recession has had a significant influence on HRD in most firms.



But as the time changed the role of HR started coming into place, not only employees but general people have started appreciating the work of HR. When we say this, we here are going to compare the situation with the recent worldwide pandemic that took the world in its scare. The case of corona, where all company not only went through economic pandemic, but also went through mental issues, technical abnormalities and fall in the career/opportunity.

### **1.2 Objectives of the study**

- To understand the role of Training and Development
- To determine the problem faced by employees in Work from Home
- To assess how training solve the issues related to Work from Home
- To understand the difficult condition during Work from Home
- Formulating a questionnaire for primary research to acknowledge employees understanding and their perspective while working during worldwide pandemic

## **2. LITERATURE REVIEW**

Before going into further discussion our literature review will cover few aspects that are listed below

- How training and development can increase organizational resilience against pandemic?
- How Human Resources, Training & Development been affected by the pandemic in economy compared to them before pandemic state?
- What can businesses do to manage their business needs while also keeping their employees engaged when they are in the midst of an economic downturn?

### **2.1 How training and development can increase organizational resilience against pandemic?**

#### **Training**

Training is a tool that allows people to contribute and do their professions properly. The training's purpose is to help people learn and develop the skills they need to effectively carry out their responsibilities, and it must result in behavioural changes. Job happiness and performance are linked to training, which leads to advancement. Firms benefit from training and development because their employees are more dedicated and inspired. In the literature, the link between training, development, and production has been established. This also contributes to the growth of organisational resiliency.

#### **T&D and Organizational resilience against pandemic**

Organizations respond to uncertainty and instability in a variety of ways: they centralise the internal control systems, and they learn, then they innovate, and then they modify. Bouncing back, strength, absorption, enduring, and flourishing are all terms used to describe resilience. It requires enterprises to adapt and be extremely consistent, as well as the ability to manage interruptions. Many academics have looked into the ability of adapting as a resilience skill. Organizational resilience, on other hand, is more than just adaptability. Adaptive capacity can be divided into two categories. Adaptive capacity is defined as an organization's ability to bounce back utilising existing skills and resources, and it is developed when businesses gain new abilities to face external problems.

We can define Organizational Resilience as set of four capabilities. Which are:

- the skill to respond in instabilities & threats.
- the capability to monitor their circumstances.
- the ability to predict troubles.
- the ability to learn from experience.

One of the most crucial talents for organisational resilience is the ability to learn, and human resource practitioners must take special care to integrate it in training and development programmes. The ability of a firm to withstand a pandemic is created by carefully managing its human capital & building skills among its personnel, which, when aggregated at the organisational level, enable organisations to achieve the ability to react quickly when faced with major disruptions.

The research also emphasises the link between organisational resilience and efficiency. HRM aims to invest in employees' abilities to respond successfully in emergencies & to be resilient on a regular basis. Building resilience capabilities also gives the company a competitive edge. As a result, organisational resilience is viewed as a long-term goal that affects performance in both ordinary and emergency scenarios. Organizational resilience and competitiveness are inextricably linked. Both phenomena have a lot in common. Both prepare the organisation to anticipate future difficulties and exchange market information that is translated into environmental awareness based on the organization's influence. This quality is similar to a company's ability to understand its competitors and surroundings. As a result, businesses may prepare their systems better and train the people to handle well in a competitive climate.

## Elements of resilient individual and organizations



Figure 1: Elements of Organizational Resilience

Source: [www.bsigroup.com/en-IN/Our-services/Organizational-Resilience/](http://www.bsigroup.com/en-IN/Our-services/Organizational-Resilience/)

The three important elements of Organizational Resilience:

- Product excellence
- Process reliability
- People behaviors

People and their behaviours are one of the main parts of organisational resilience, according to the BSI organisational resilience model (figure 1).

The BSI model is drawn as constructive input circle on purpose. The efficiency of the process determines product dependability & is linked to the people's behaviour. This model examines organization's long-term resilience, which is based on the organization's overall skills to address obstacles and achieve success.

In order to build organisational resilience, people's conduct is critical. To further understand resilience, research of 40 children was undertaken. Problem solving ability, strong faith, satisfactory perceptions, and optimistic reinforcement were identified as four qualities that distinguish resilient people from non-resilient persons in the study. This study findings show that resilience is a skill that can be developed consciously. Employees that are resilient demonstrate problem-solving skills such as resourcefulness and ingenuity.

Employees' cognitive and intellectual factors all have a role in organisational resilience. Deliberate training and human resource management could be used to accomplish and impart these factors. Organizations must have a clear goal, vision, and values that will aid in the development of a constructive & positive positioning of employees & their roles as organisational assets. Employees are able to respond to crises with vigour because of the positive meaning of their organisations and their work. A complex mix of aptitude, inventiveness, advantage, and conclusiveness despite the vulnerability is generally the common vision that enables a firm to move forward with adaptability. Organizational resilience is dependent on the ability to envision fresh and appropriate arrangements.

Thirdly, resilience is dependent on the formation of valuable, repeatable, & realistic habits that are effective in the first response to an emergency. For e.g., emergency evacuation drills are conducted teach employees how to react in the event of a fire, and repeated exercises create habits.

The fourth factor is behavioural readiness. It's taking actions and making bets before they're expected to ensure that an organisation can profit from changing circumstances. Behavioral preparedness also indicates that an organisation unlearns out-of-date data processes and systems on purpose. Finally, having access to large asset systems is critical to creating logical conditions that support flexibility enhancement.

## HR system's role in organizational resilience & training

Training and development, as well as organisational resilience, are crucial functions of the human resource system. “Figure 2 shows a model proposed by Lengnick-Hall, Beck, and Lengnick-Hall in 2011. According to the paradigm, an organization's capacity for resilience is inextricably linked to its Human Resource system. The creation of HR policies is governed by HR principles and intended employee contributions. It's also critical to establish the required employee contribution or intended resilience behaviour in times of pandemic. The HR principles are the second most significant component. Both should reflect the company's HR policies. Employee contributions that are desired in general are focused at improving component capabilities. Overall, the HR system helps to build organisational resilience and achieve targeted goals.

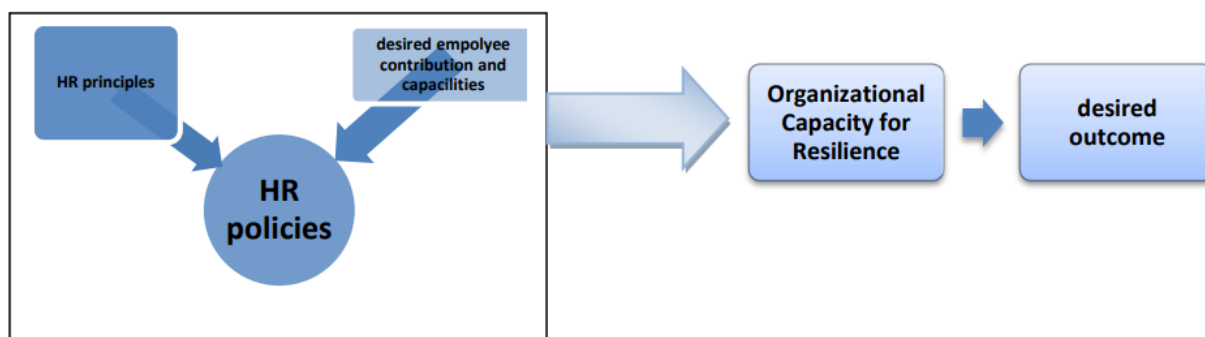


Figure 2: Strategic HRM system in developing a capacity for organizational resilience.

Source: [www.elsevier.com/locate/humres](http://www.elsevier.com/locate/humres)

## 2.2 Comparative analysis of effect on HR and T&D during the crisis and its pre-crisis state?

In order to conduct a multi-hierarchical analysis, research was qualitative great evidence was obtained in form of research that was based on a case study which included the semi structured interviews with Human Resource personnel, bank management, & employees that came into use. In the case of the latter, the researcher was able to gain a good understanding about the topic he was trying to study.

Research technique based on 2 case study could also provide comprehensive picture of whole banking industry, along with the effect of the economic downturn on human resource

development. Moreover, the reason behind selecting the two financial organizations is that they are the two largest private banking corporates in provided sector.

Adding on to it, they have the most actively involved banking sector-based reorganization phases, that included the most recent company mergers.

In 2014, the qualitative study took place which included “Seventy Six interview participants (Thirty Eight from each instance — Table 1)” To ensure that they could share their retrospective opinions, the researcher approached only those employees who had been with their company for more than 7 years (purposive sampling). Simultaneously, applicants were questioned to consider the current situation of HRD in order to determine whether or not HR and T&D has changed as a result of the economic downturn.

To increase his sample size and obtain saturation, existing participants were asked to introduce him to new employees by the researcher. The researcher was able to increase the research design's reliability and validity using both methodologies. Finally, the primary themes of the interview focused on the participants' perspectives on HR and T&D.

The interviews were done in Greek for the most part, and then translated into English. All of the interviews were conducted using a before-and-after investigation strategy. By comparing his research data from before and after the pandemic, the researcher was able to collect and evaluate changes in HR and T&D. Following a thematic analysis technique of pre-determined core topics, research data was meticulously transcribed and categorized into specified parts.

<b>Interviewees' Map</b>	
<b>HR Staff (23)</b>	
<b>Bank Group A (13)</b> HR Director (1) Training and Development (T&D) Manager (1) HR Officers (5) HR Assistants (3) & HR Administrators (3)	<b>Bank Group B (10)</b> HR Director (1) T&D Manager (1) HR Officers (4) HR Assistants (2) & HR Administrators (2)
<b>Managers (21)</b>	
<b>Bank Group A (10)</b> Branch Managers (8) IT Manager (1) Retail Loans Manager (1)	<b>Bank Group B (11)</b> Branch Managers (8) IT Specialist (1) and IT Manager (1) retail Banking Officer (1)
<b>Employees (32)</b>	
<b>Bank Group A (15)</b> Branch Network (10) Corporate Departments (5)	<b>Bank Group B (17)</b> Branch Network (11) Corporate Departments (6)
Table 1: Interviewees' Map	

(Source: International Journal of HRD Practice, Policy and Research 2016, Vol 1 No 2: 67-82 doi: 10.22324/ijhrdppr.1.117)

### **An outline of the case studies**

“Case A” is a banking organization which is privately held with a national & worldwide reach that employs about 20,000 people throughout its 1100 branches and other corporate units. Within its local and foreign operational branches, "Case B" employs around 22,000 individuals (1500). Although they have many commonalities (e.g., ownership, operational presence, unionized staff).

Both banks cater to both domestic and foreign markets. Also they are the largest banking companies in Greece's banking sector, as well as the most heavily involved in recent company mergers and sector reorganization.

However, "Case B", in terms of operational revenues, appears to be more effective as it was almost double of "Case A". For "Case B", we can mention it has a larger workforce and more branches.

In "Case B," the budget + man hours spent on average employee are both higher than in "Case A." Based on data, possible to infer that the former places a more priority on HRD activities than the latter, and that it is more training-intensive.



Feature	Case A	Case B
<b>Ownership</b>	Private	Private
<b>Operational Presence</b>	National & International	National & International
<b>Revenues</b>	€1.58 bn	€3.48 bn
<b>Operational Expenses</b>	€880 m	€1.64 bn
<b>Personnel Expenses</b>	€410 m	€740 m
<b>Branches</b>	1100	1500
<b>Employees</b>	19,000	22,500
<b>Unionised Manpower</b>	Yes (limited bargaining power)	Yes (limited bargaining power)
<b>Training Budget</b>	€1.5 m	€2.3 m
<b>Benefits from Training</b>	€17 m	€29 m
<b>Net Benefits from Training</b>	€15.5 m	€19.7 m
<b>Training Man Hours on Average Per Employee</b>	26 hours	38 hours
<b>Awards</b>	Best Corporate Institutional Internet Bank Security - Payments Award Best Consumer Internet Bank	Worlds Best Internet Banks Best Consumer Internet Bank Best in Mobile Banking and Website Design in Europe

Table 2: Key features of the case study organizations

(Source: International Journal of HRD Practice, Policy and Research 2016, Vol 1 No 2: 67-82 doi: 10.22324/ijhrdpr.1.117)

### Research findings: “CASE A”

- **The HR views**

When considering HR's role and activities before to crisis & now, there is some doubt about the HR function caught affected in which way. One line of argument attempted to prevent HR's strategical T&D's voice as being quite influential in company' strategies, both before & after the merger:

- i. The department plays an important role in the development of corporate strategy since the voice is represented on the Board of Directors, & their concerns & proposals are eventually heard & addressed
- ii. HR's purpose is to develop the employees. Their training initiatives are designed to improve the skills & knowledge of workforce in order to increase productivity &, ultimately, maintain the business's survival & competitiveness in such a tough commercial & economic environment.

- iii. With more investigation into the pandemic' impact, however, a slightly different discourse develops.
- iv. There is an acknowledgement of the fact that things are changing. Because of their bank's growth, the officer said earlier “pre-pandemic HR department” was among the first consultancy on new business innovations.:
- v. Previously, people were a vital contributor to the successful implementation of all business plans by providing people with personalised services & extraordinary consultations during a period of rapid bank expansion.
- vi. It used to be at the forefront of all business activities, recommending modifications and/or implementing personalised training programmes aimed at better meeting the actual needs of company’s personnel and, ultimately, moving the company forward.
- vii. The way HR does business today has changed due to a number of variables. As a result, everyone’s role has shifted as well. To meet the growing demands of the modern corporate environment, HR all need to learn new skills.
- viii. When questioned, even the human resource development Director admitted that there was more uncertainty & ambiguity concerning HR/HRDs responsibilities, saying:
- ix. Money is tight right now, concentrate more short-term goals, & the value proposition is being questioned

- **Management basis**

While the majority of interviewed managers acknowledged Human Resource's value proposition and the importance of HR professionals participating actively in the

development of company strategies, their answers primarily indicated an operational role for Human Resource.

- i. Managers interviewed have a distinct sense of a 'setback' for HR/T&D. As a result of their organization's separate growth/expansion strategy, everyone believed that their Human Resource department had a stronger strategic position pre-crisis.
- ii. The function of an HR executive on the Board of Directors, in their opinion, more of a supporter than that of a shaper/contributor. However, these things were not the same few years ago.
- iii. Through constructive proposals and executions in the past, our Human Resource department was earlier a significant player among senior management leaders.
- iv. Rather than discovering commercial opportunities in the volatile business & economic environment, the company has only encountered unfavourable ones, with limited success.
- v. All in all, managers seemed to reach a consensus, which is summed up by the belief that, because the company is trying to stay afloat, top-down directives are being followed with little HR intervention these days. The HRD function's and staff's roles, it was considered, had been severely limited as a result of the pandemic and the restructuring of the sector. Nothing was stated to have been started as a result of an Human Resource proposal, & so Human Resource's position inside the Board of Directors was one of representation in theory but minimal impact in fact.

- **Employees working**

HR basically, and HRD professionals in detailing, earlier had a more elevated and prominent function in the past, according to the majority of the employees polled. All employees agreed that there were more training and development possibilities and career

progression opportunities back then, either as bank's expansionist strategy result or because of the business and economic conditions being more favourable:

- i. 5 to 6 years ago, there were wide range of training alternatives, which could be taken at the bank's training centre or through its training associates. But now limited training sessions are presented as Manpower Employment Organization -funded programmes and are held throughout the working shifts, without any encouragement or assistance from the managers
- ii. Human Resource department in general and the Human Resource Development function are both plagued by shortage of staff or a relative lack of the skills required to adequately do their duties & so provide exceptional services either within/outside the company.
- iii. Nonetheless, all acknowledged that in the past, due to increased funding available for their HR department, more training and development opportunities were provided. People went on to say that, while, the restrictions are obvious. There was even considerable doubt about the HR department's belief that they were providing high quality Human Resource Department interventions.
- iv. Economic crisis had a significant impact on our organization's training and development possibilities. The budget for this has been cut, and only limited training is currently available to select areas. Because the company's attention has shifted to other areas, training was no longer considered a priority. It can also be completely irrelevant to the work situations at times.
- v. Employees observed what they saw as a 'setback' for Human Resource Department in corporate agenda compared to its pre pandemic standing. They came to conclusion that current HRD procedures are simply a reflection of their company's cost-cutting goals.

## **Research findings: “CASE B”**

- **The Human Resource views**

The majority of Human Resource employees interviewed emphasized the tight collaboration between their executives and senior management, as well as the fact that their top management executives appreciate their HR/T&D executives' active participation in the development of their business goals. As a result, the HR Director made the following argument:

- i. Because they are the link between the company and its employees, people recognise and value what we do. We are constantly striving to provide great services and procedures that will motivate the employees while also meeting our company's needs. Human Resource is positioned within the Board of Directors team of executives in order to be heard.
- ii. Further he added on to say that because the HR department is part of the BoD, it is welcome to participate in the creation and formulation of the business plan, as it has done in the past. He went on to say that his company recognizes the worth of its employees and that it strives to guarantee that the voices of its organisational representatives (Human Resource department) are considered & heard at the top level of bank's hierarchy.
- iii. He considered that a strategic alignment between Human Resource & business goals had been accomplished, and that his department's job in ensuring that the bank's personnel is provided with all required learning & development opportunities to boost productivity, engagement, and commitment is critical.
- iv. The Director's point of view was largely shared by other HR personnel. While HR professionals admitted that recent business mergers had resulted in employee shortages in their departments, they maintained their strategic focus and responsibility.

- v. Whether it's before/after the epidemic, believe is people are providing services that will assist the people and businesses grow & prosper.

A more junior member of the function, on the other hand, offered an opposing viewpoint:

- vi. In the past, it had a more strategic position, and the ones who were more involved in the business agenda, also having to ensure that everything ran smoothly in all the countries where it did business.
- vii. In general, Human Resource considered that the function had played & would continue to play an important role in the development & influence of the company.

- **Management**

From management, a more diverse range of viewpoints developed. In terms of the pre-pandemic period, several definitely agreed with their HR colleagues. Over three-quarters of the managers polled said HR used to be able to provide wide range of tools & solutions, with some saying that their bank was first to introduce innovative products & services. According to a branch manager, Human Resource leadership “goes hand-in-hand” with senior management's priorities:

- i. Products and services make up the industry. How can one not care about people? As a result, the Human Resource team works hard to ensure that this belief is reflected in the organization's strategic goals and plans. As a result, the HR department is in charge of HR leadership
- ii. Another branch manager, speaking on the impact of the economic pandemic, mentioned that her company was currently in a “transition phase”. In particular, she felt that, while HR's strategic orientation "appeared to be in risk," she was confident that it would emerge stronger. Another person said:

- iii. Aside from the bad features of such circumstances, there are also good ramifications. Because banks now have the best employees, it's easier for HR to careers progress.
- iv. These both executives predicated their statements on the premise that banking industry's success is dependent on people & information.
- v. Others, on the other hand, spoke of an HR setback in comparison to its pre-pandemic status. Staff shortages were mentioned as a resource limitation. One concern was a lack of resources. The HR department lacked not only the essential capabilities, but also the necessary cash to implement them. Others argued that HR/HRD had a more harmful influence, stating:
- vi. HR people despite the fact that they were represented on bank's Board of Directors, the believe is that they are impotent to influence everyone's business aims and achieve critical strategic objectives. Their initiatives aren't being properly assessed.
- vii. Staff shortages had an impact on them as well. Their role is no longer the same as it once was. In business expansion to company contraction. They have progressed from engagement & motivation to ambiguity & ignorance. That's how everyone is feeling, including them.

2 managers indicated that their Human Resource Development personnel lacked leadership skills in assisting their employees in gracefully absorbing company turmoil and adapting to change.

HR's broader capacities in the past, as well as a recent retrenchment, were stressed by managers' opinions.

- **Employees**

Employees, similarly to “Case A,” viewed their Human Resource function's influence & role inside firm with far more skepticism as result of economic pandemic. The vast majority of

individuals polled claimed that their Human Resource department, including T&D executives, had little influence over business strategies & goals because all things were “established from high management.”

- i. Over 3 quarters reported that staff shortages in the Human Resource department led in existing Human Resource/Human Resource Development employees being overburdened with the extra work duties, preventing them from performing at their best. Human Resource Development implementations were also harmed, and it looked that they had been designed and supplied wrongly.

Consider the following scenario:

- ii. The believe they have a defined T&D strategy in place. At the very least, it's clear in all of the organizational documents and pronouncements. This does not, however, imply that their Human Resource strategy can be used to develop the bank's strategies, mission and goals. This is unthinkable. Never believe that HR would ever achieve this level of success, especially in these times.
- iii. Nothing is the same as it was before. To now, all decisions have been made at the top and communicated down from there. It is anticipated to then follow them. It's as easy as that. Back in the good old days of the industry, the HR department played a bigger role. Their position has shifted to one of support rather than leadership. Their priorities have shifted as well, from people to money.
- iv. By the time the entire firm is fighting for its daily survival, no one can no longer speak of a strategic Human Resource approach. Nowadays, the bank's goal is to preserve its customer base, which is a very short-term financial strategy, but it does so by completely ignoring its people's ability to do so — which is why more training is necessary for people on the front lines.



- v. Furthermore, by emphasising on the cost-effective orientation of today's Human Resource Development practises, they questioned if the adopted training interventions genuinely reflected their actual needs.
- vi. A small group of staff were more upbeat. They acknowledged that business restructuring severely limited Human Resource Development executives' role, without lessening their relevance, and that it is ultimately up to them to reposition themselves as strategic contributors to the organisation, echoing the branch manager's opinion on transition (see above).
- vii. The organisation is undergoing changes, not just as a result of the epidemic, but also as a result of ongoing corporate mergers and sector reorganization. It's unavoidable that every department will be impacted. Our Human Resource department is undergoing transformation, but it continues to serve a vital role.
- viii. Like most other departments, HR is understaffed, people argued that it is effective since it provides all of its services in such a way that ensures a seamless business operation. Supposedly it has a high professional capacity. They will increase again when conditions improve
- ix. In comparison to a pre-pandemic environment, there was a clear view of retrenchment.

## **Discussion**

Pre-pandemic and post-pandemic perspectives on HR operations, as well as HR's role and positioning, were gathered against a backdrop of broad assessments of the economic pandemic' impact.

For example, almost 75 percent of participants in both organisations judged the pandemic' impact as severe in general. Redundancies, the suspension, greater workloads, , pay cuts or deferral of training, and reduced job satisfaction & morale were cited as causes for the negative impact.

For “Case A,” the negative impact included a lack of promotion of new ideas and excellent practices. Consequently, great importance was placed on the “damage” caused by the pandemic. In this environment, it's probably unsurprising that both organisations perceive a decline in HR/T&D influence and activity. However, this must be qualified carefully. The results in terms of impact are based on the participants' impressions of the situation some years ago. Furthermore, we have very little 'benchmark' data from before the crash.

According to the evidence, HR/T&D in “Case A” may have been operating at a lower level than in "Case B." Even accounting for the larger number of employees, the overview of both examples (Table 2) shows that the latter spent slightly more on training. “Case B's” average training time was over 50 percent longer than “Case A's.”

Employees in both businesses were the most critical of their HR/T&D functions (i.e., the third broad cluster of responders – see above). This was clearly tied to some people's actual experience as 'users.' As a result, their perceptions of impact may have been skewed by a perception of less possibilities for training. Nonetheless, their impressions about HR/positioning, T&D's no matter how developed, might provide useful information. We want to call attention to:

In terms of managers' perspectives and HR function employees' perceptions, there are subtle but significant distinctions between "Case A" and "Case B."

The nature of the setback in the former case very definitely included budgetary constraints & a need to refocus attention on short-term goals. With "Case B," there was further indication that the financial pandemic had shifted the function from a high-level, strategic, advisory position to a reactionary one. However, there was a strong belief that this was only temporary.

Such variations cannot obscure the overarching conclusion of a perception of a function in retreat among workers remaining inside these two companies, regardless of their rank. HRD was not silenced or abandoned, but its actions were more limited, less expensive, and more reactionary than before. There was no mention of influence in any of the restructuring, or of assisting in the

leadership and management of change, or of determining the capabilities thought required to re-establish a significant position within the Greek banking sector.

All of these difficulties, once again, are based on the viewpoints of persons interviewed in the two organisations. We cannot guarantee that this will be the case for Human Resource Development functions in other companies facing comparable difficulties. On the other side, perceptions are vital. In order to achieve targeted organisational outcomes, it's vital to have not only the right Human Resource policies in place, but also shared & aligned employee perceptions of those rules.

### **2.3 Organization's role in managing business requirements while relatively maintaining a committed workforce after they were stuck in economic pandemic?**

A business slump is an ideal time for an organisation to review, evaluate, and invest in its people. In 2015, Deloitte neatly illustrated the value of continuing improvement:

"Many organizations view leadership as a short term...series of episodic events that are funded one year but not the next. Companies that "get it"...invest in developing leaders during good times and bad rather than treating it as a luxury they can only afford in strong years...High-performing companies spend 1.5 to 2 times more on leadership than other companies. [They] reap results that are triple or quadruple the levels of their competitors."

**Deloitte, 2015**

Figure 3: Deloitte,2015

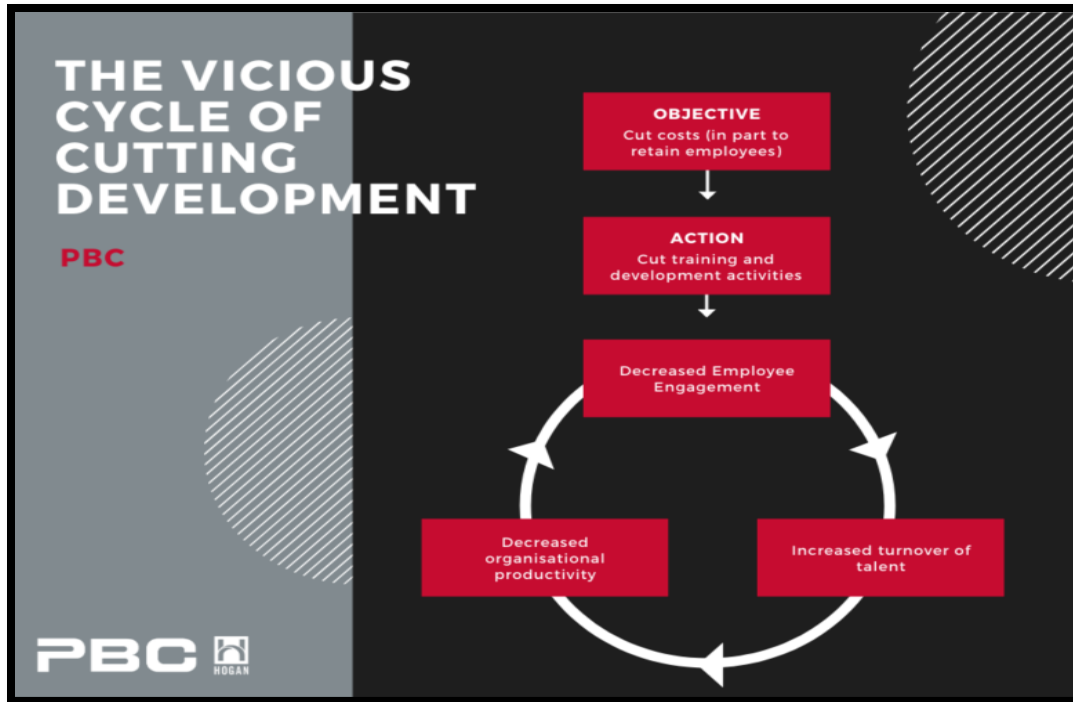


Figure 4: The Vicious Cycle of cutting development

Source: <https://www.hoganassessments.com/>

Unfortunately, during a pandemic/economic downturn, assessment, training, and development are frequently one of the first areas to be eliminated or postponed. The problem with using a "cutting" strategy is that it has the potential of having unforeseen negative consequences, especially if the downturn is extended, as it will most likely be in COVID-19. Reduced training can result in lower engagement, as well as the loss of top talent to more competitive competitors, which leads to lower production, as seen in Figure 4.

Employees are more favourable to companies who "raise" the efforts of their career development, including training efforts, during a slump. Better morale, higher retention, & new talent is more appealing.

According to history, hiring becomes a big priority in the initial few months of a recovery. Cutting expenses includes the necessity to re-hire and re-train personnel that has departed when

the economy improves, resulting in a slower ability to return to pre-pandemic levels. This is particularly true for companies that have lost important personnel.

On the basis of seniority & complexity of the function, the hiring cost & an employee training to be fully productive is usually accepted to be in range of 0.5 - 2.5 x yearly compensation. Organizations must decide whether it is a better alternative to save money on hiring expenditures by focusing on developing the talent & skills of current employees.

Investing & retaining is better strategy than reducing & rehiring, in my opinion.

Some suggestions:

- **Avoid death by 1,000 cuts:** If you are required to reduce headcount to keep your business afloat, do so early and once. Invest heavily on the remaining personnel.
- **Don't communicate that training is to be frozen/cut:** Organize internal communications in order to shift the focus to applied learning. Refocus training efforts on internal project-based work that will benefit the company. This has the added benefit of keeping employees involved in the company.
- **Less expenditure on facilitators from outside where ever possible:** Instead, make use of internal resources. Invest in up skilling internal resources through certifications where necessary (for example, when debriefing candidates on psychometric assessment findings).
- **Don't neglect your top talent:** They are usually the ones on competitors' radars. Continue to invest in them in different ways. 360 feedbacks, which may be collected and debriefed online, is a useful source of developmental information.
- **Re-examine the delivery medium:** While face-to-face training and meetings have numerous advantages, they also carry the potential of a contagion effect. Look into other options for personnel upskilling (e.g., leveraging interactive technology-based solutions; limiting the size of group interactions).

Finally, don't forget to poll your employees for suggestions on how to cut costs and boost revenue. They have a strong interest in the company and, because they are closer to the ground, they often have unique and new ways that can aid in the company's success. Soliciting employee opinion can assist secure buy-in now and in the future, when the pandemic is gone and the company is in recovery mode.

### **3. RESEARCH METHODOLOGY**

- The research method used to analyze different role of training and development during pandemic is Descriptive Research Design. Descriptive research design is a type of research that attempts to gather data in order to characterize a phenomena, situation, or population in a systematic manner. It mostly aids in addressing the research challenge's what, when, where, and how questions, instead of the why.
- The study is conducted among working professionals and employees of different categories from different organizations. For this research it was important to know the views of candidates who are working or have worked during pandemic and where trained during the same. The research study involves reference of primary and secondary data.
- We conducted a survey by floating a questionnaire asking people how satisfied they were in their workplace especially with their training and development program. Questions were related to training, communication in the organization, career development and many more.
- A structured self-administered Questionnaire is used to collect primary data during a field survey. By using convenience sampling, the survey consisted of closed-ended questions. For evaluating opinions of employees, we have drafted a questionnaire that consist of 12 questions in form of multiple-choice question and linear scaling question. We have collected approximately 105 responses from different employees belonging to age group 18-50 above.

### 3.1 Questions in the questionnaire

Did you faced any technological barrier during pandemic while working?

107 responses

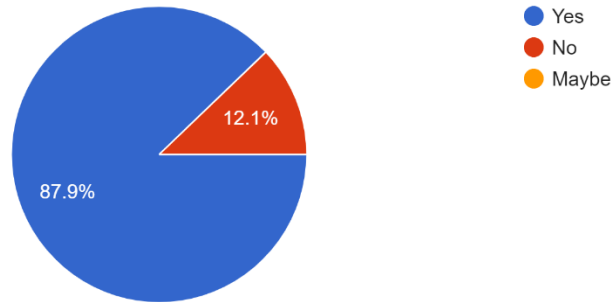


Figure 5

Source: Primary data

**Interpretation:** The pie chart represents the number of employees who were working using online platform for any point of time. Did they face any issue related to technological apparatus? As we can see that approximately 87.9 % of employees felt that pandemic along with it brought barrier of technology. Whereas the other 12.1% did not face any issue and hence weren't asked anything in the survey.

Did your company provide any type of training?

107 responses

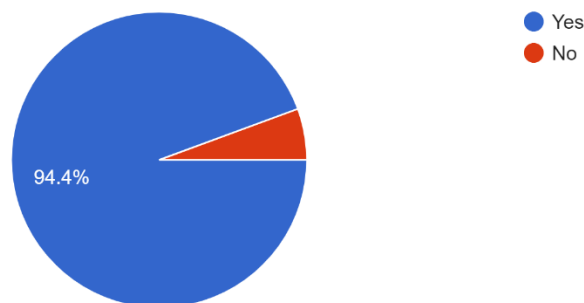


Figure 6

Source: Primary data

**Interpretation:** The pie chart represents the number of employees who were given training in any point of time during online working and to improve on. As we can see that approximately



94.4% of employees marked that their own companies helped them to improve their skills during pandemic via trainings.

*Among the 107 respondents, training & development activities were conducted in 101 respondents' organization only. So, in the next section we surveyed them further about the type of training, number of trainings, and many more of those respondents only.*

How many trainings were provided to you?

101 responses

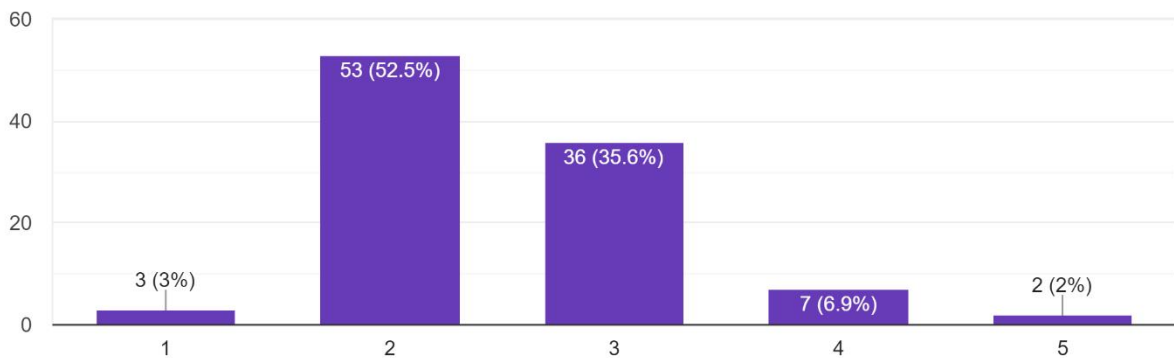


Figure 7

Source: Primary data

**Interpretation:** The vertical bar graph represents the number of trainings that were provided by the organizations to their employees. As we can see that most respondents, about 52.5%, were provided training two times during Covid, 35.6% respondents have undergone training three times and 6.9%, 3%, 2% have undergone training four, one, five times respectively.

What type of trainings were provided to you?

101 responses

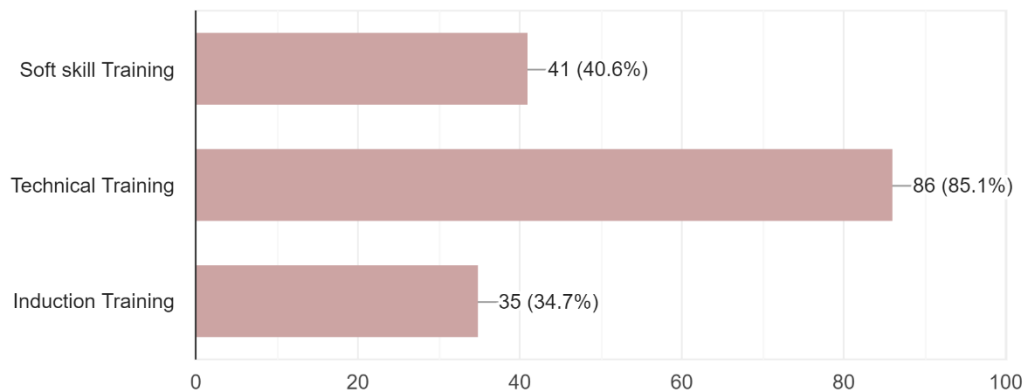


Figure 8

Source: Primary data

**Interpretation:** The horizontal bar graph represents the types of training employees were given to improve themselves via online mode. There are three types of trainings that were taken into consideration that are:

1. **Soft Skill Training:** Soft skills training focuses on an employee's personal characteristics, which are often tied to how they work and interact with others and are required for performance and career advancement. Soft talents make it simpler to create bonds with others, making you more noticeable for the right reasons.
2. **Technical Training:** Technical Training provided employees a idea on how to develop design, work pattern and technology related supported in their own company. This brings ease for employees to work on defined software.
3. **Induction Training:** Induction training in development of human resources prepares new workers to its new line of work or job function in under an organisation. Induction training, a type of continuous training, acquaints and aids new workers with their company, workplace, and work design.

As we can observe in the following graph that company felt the need of technical training thus 86 % of employees were provided technical training. So, that they don't fall behind and can complete their assigned task without technical hinderance. 40.6% employees were provided with soft skills training to improve their soft skills to help company in negotiation and to create a good connecting base for the company. Whereas 34.7% employees were given regular induction training that is compulsory for everyone to attend, so that they can know the basic of their own company.

Was training material provided to you by the company?  
101 responses

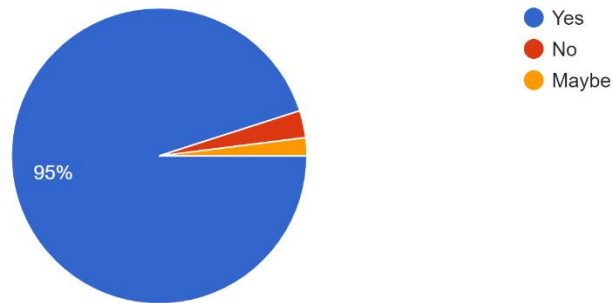


Figure 9

Source: Primary data

**Interpretation:** The pie chart gives us an idea of how many employees were provided training material by the company. As the training was provided by the company, so the company is liable to provide training material to their own employees. We can observe in the graph that approximately 95 % of employees were provided with the material to prepare. 3% of the employees were not provided with the material whereas 2% of employees were not sure about whether the material was provided to them or not.

Did training and development helped you to overcome technology impairment?  
101 responses

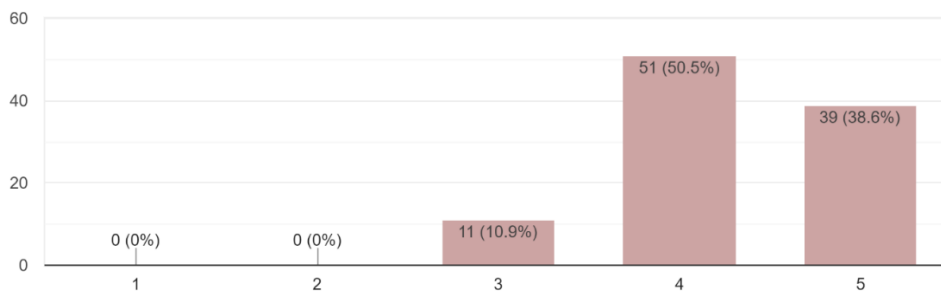


Figure 10

Source: Primary data

**Interpretation:** This question is graded from 1 to 5, 1 being “strongly agree”, 3 being “neutral” and 5 being “strongly disagree”. As we can interpret from this vertical bar graph, about 50% of the respondent “agree” that training and development helped them to overcome technological impairments, other 38.6% “strongly agree” about this statement and 10.9% remain “neutral” about the statement. No one disagreed with the statement.

According to you, did training and development help in your company growth?  
101 responses

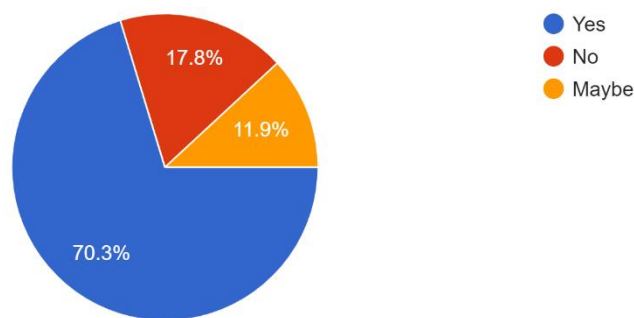


Figure 11

Source: Primary data

**Interpretation:** With the help of this pie chart, we can say that 70.3% of the respondents agree that training and development activities during Covid times helped their company to grow. Other 17.8% disagree with this statement and 11.9% were not sure about this.

Do you think training and development help in your personal skill development?

101 responses

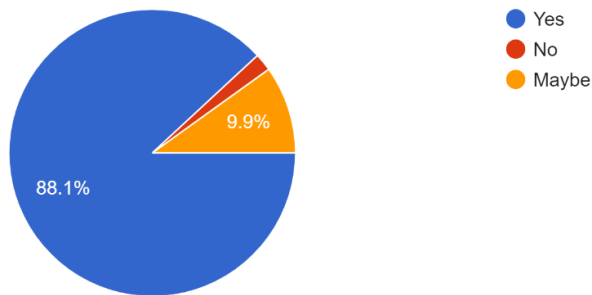


Figure 12

Source: Primary data

**Interpretation:** With the help of this pie chart, we can say that 88.1% of the respondents agree that training and development sessions during Covid times helped in their personal growth. Other 2% respondents disagree with this statement and 9.9% were not sure about this.

Did training and development session help you in career development?

101 responses

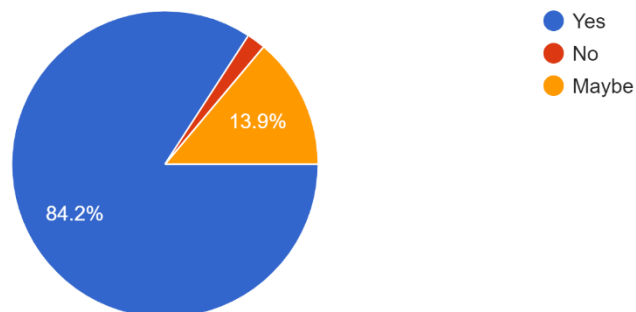


Figure 13

Source: Primary data

**Interpretation:** With the help of this pie chart, we can say that 84.2% of the respondents agree that training and development sessions during Covid times helped in their personal growth. Other 2% respondents disagree with this statement and 13.9% were not sure about this.

If yes how much did training and development session help you with the following

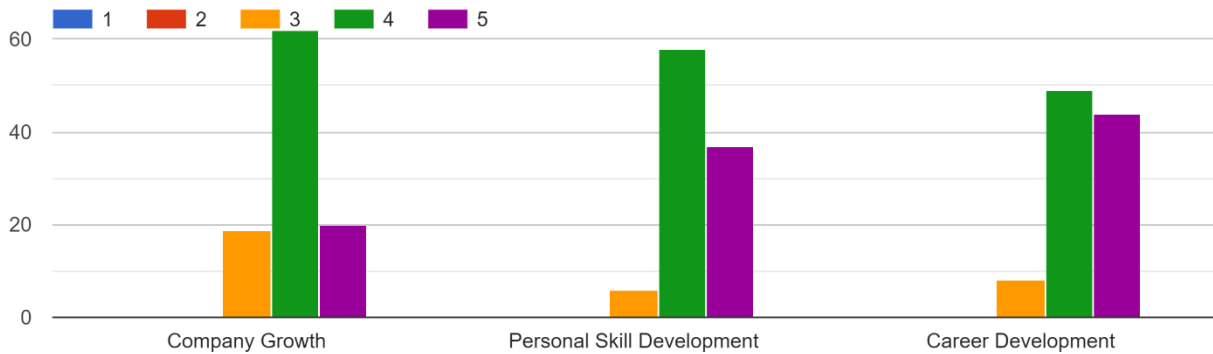


Figure 14

Source: Primary data

The grouped bar graph represents the amount of help trainings provided the following aspects respondents working. This graph shows the number of respondents believes on how much extent training helped the following aspects like Company growth, Personal Growth and Career Development to grow. From the above data we analysed the following:

**Company Growth:** Approximately 60% of the respondents think that training bought in good amount of improvement in company growth. Approximately 22% respondents thinks that the growth was high. Whereas the other 18% think that growth that company acquired was moderate.

**Personal Growth:** Approximately 56% of the respondents think that training bought in good amount of personal improvement. Approximately 36% respondents thinks that the personal growth was high because of training. Whereas the other 8% think that growth that they acquired was moderate

**Career Development:** Approximately 49% of the respondents think that training helped them in developing career and shape it well. Approximately 42% respondents thinks that training helped

them in career growth in a very high amount. Whereas the other 9% think that growth respondent's career got was moderate.

Do you think training and development was relevant and helpful during work from home?

101 responses

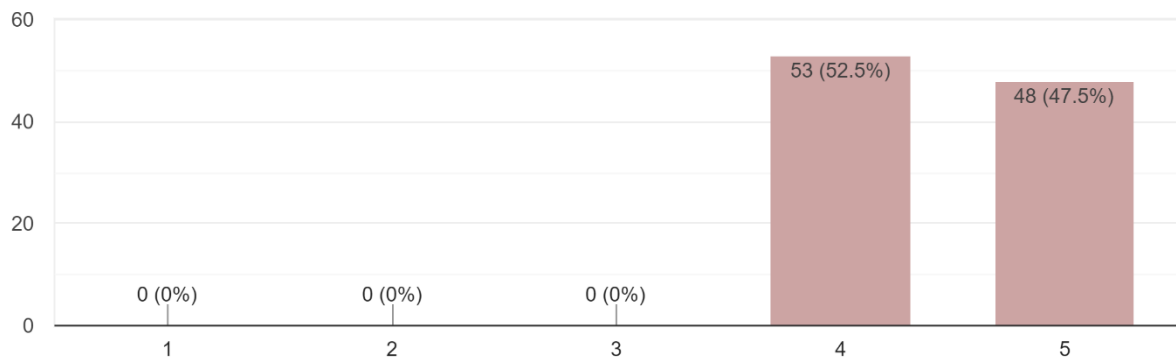


Figure 15

Source: Primary data

**Interpretation:** This question is graded from 1 to 5, 1 being “strongly agree”, 3 being “neutral” and 5 being “strongly disagree”. As we can interpret from this vertical bar graph, about 52.5% of the respondent “agree” that training and development was relevant and helpful during work from home, other 47.5% “strongly agree” about this statement. No one disagreed with the statement.

According to you, did training helped the company to save itself from economic crisis during covid?

100 responses

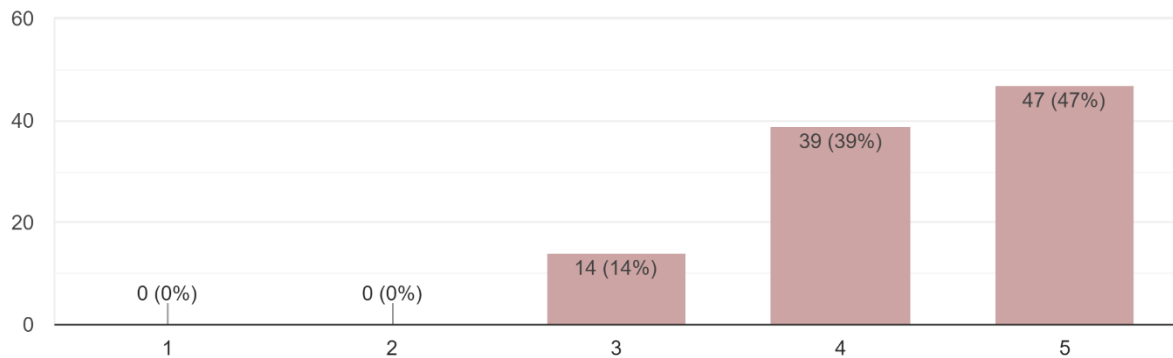


Figure 16

Source: Primary data

**Interpretation:** This question is graded from 1 to 5, 1 being “strongly agree”, 3 being “neutral” and 5 being “strongly disagree”. As we can interpret from this vertical bar graph, about 39% of the respondent “agree” that training and development was relevant and helpful during work from home, other 47% “strongly agree” about this statement and 14% remain “neutral” about the statement. No one disagreed with the statement.

### 3.2 Summary

- From the primary research that was done to analyze the role of training and development during a recent major pandemic that was corona. We have observed the following:
- According to the survey we conducted we analyzed that 70%-80% people on an average were not able to function online for their organization when corona came into the scenario. The issues they faced were majorly technical issues causing an issue for the company and the employees as well.



- But as we know corona was not a small-time virus but a big wave, which took time to get controlled by government and country itself. So, to prevent themselves to get into total loss companies started online trainings. According to the survey approximately 80% - 90% respondents were trained during the same period.
- We did our basic research to know what kind of trainings were respondents given. In the following case we can analyze that graph that company gave technical training to 86 % of employees. So, that they don't fall behind and can complete their assigned task without technical hinderance. 30% - 40% employees were provided with soft skills training to improve their soft skills to help company in negotiation and to create a good connecting base for the company. Whereas 25% -35% employees were given regular induction training that is compulsory for everyone to attend, so that they can know the basic of their own company.
- With this survey we were able to analyze that not only the material was provided by the company itself but companies were trying their best to improve employee experience. Not only it helped the company in making their employees work but it bought in improvements for employees itself.
- In this survey a lot respondents agreed on a same fact, that they noticed an improvement in their personal selves, also there was a positive growth seen in for companies too. Simultaneously training and development program helped in career development of the respondents.
- In this survey we did ask how many people were satisfied with the trainings that were provided by their respective company, on the basis of survey result we received was that approximately 70-80% were satisfied and wanted more training for growth.
- With this survey we came to end conclusion where respondents gave in the review that not only training session were relevant but a really good option for companies to get over economic pandemic.

## 4. CONCLUSION


- We might conclude that organizational resilience and employee capabilities are inextricably linked. Organizational resilience is a skill that can be learned and practiced, with training being one of the most essential aspects in doing so.
- Any organization's most critical component for preserving productivity, competitiveness, and resilience is training and development. It is a crucial component in the development of organizational resilience.
- Human resource professionals play a critical role in comprehending the benefits of a company's ability to withstand adversity. It is also obvious that the firm's ability to withstand adversity is a multilayer aggregate attribute derived from the abilities, actions, and relationships of its people and units.
- Representative pledges, HR practices, and HR agreements are critical integrating devices for achieving collective resilience. Because resilience is built over time through connections and training, it should be created in advance of any pandemic and enhanced through practice and learning from experiences.
- With respect to our study, as a result of the COVID-19 pandemic, Indian businesses have had to rethink their approaches to a variety of workplace issues. Training is no exception.
- Some firms have taken advantage of pandemic-related interruptions to take a moment and assess how much abilities their staff members have vis a vis what will be required in the future, and have prepared training modules accordingly.
- With this study we have even observed that not only companies have appreciated the concept of training during pandemic. But even employees have come to a term with it.
- Company as well as employees have gained a great advantage with the trainings that were provided during the pandemic. Respondents have observed a career and personal growth in themselves and have given positive reviews regarding it.
- With respect to the introduction where we discussed that earlier there were different methods like attrition, contractual working and termination that were used by HR to handle pandemic. Have been successfully replaced by Training sessions where not only the company grows but also helps their employees to push themselves forward in race to be better.

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## 4.2 Annexure

### Section 1:





## Training and Development during Covid

Dear Respondent,

My name is Vishal Yadav, currently pursuing MBA from Delhi School of Management, Delhi Technological University. This questionnaire is a part of my research project titled "Assessment of efficiency of training during Pandemic"

This survey aims to understand the role of training and development during a pandemic that happened during covid. The information gathered during this survey shall remain highly confidential. Thank you for your time!

 [vishuuy100@gmail.com](mailto:vishuuy100@gmail.com) (not shared) [Switch account](#) 

\* Required

Name (optional)

Your answer

Age \*

Your answer

Did you faced any technological barrier during pandemic while working? \*

- Yes
- No
- Maybe

Did your company provide any type of training? \*

- Yes
- No

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Section 2:

## Training and Development during Covid

 vishuuy100@gmail.com (not shared) [Switch account](#)



\* Required

### Training and Development during Covid

How many trainings were provided to you?

Your answer

What type of trainings were provide to you?

- Soft skill Training
- Technical Training
- Induction Training

Was training material provided to you by the company? \*

- Yes
- No
- Maybe

Did training and development helped you to overcome technology impairment? \*

1      2      3      4      5

Strongly Disagree                        Strongly Agree

According to you, did training and development help in your company growth? \*

- Yes
- No
- Maybe

Do you think training and development help in your personal skill development? \*

- Yes
- No
- Maybe

Did training and development session help you in career development? \*

- Yes
- No
- Maybe

If yes how much did training and development session help you with the following

1 = Very dissatisfied 5 = Very satisfied

	1	2	3	4	5
Company Growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal Skill Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do you think training and development was relevant and helpful during work from home? \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

According to you, did training helped the company to save itself from economic crisis during covid?

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

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