

# **ANALYSING THE POST-PANDEMIC CHANGES IN THE INDIAN JOB MARKET: DEFINITIVE STUDY OF THE VARIABLES SHAPING THE HR LANDSCAPE**

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## Introduction

COVID Pandemic is the biggest watershed moment of the recent past which has induced change in the core civilizational values of human life and practices. Its impact has been widespread and multidirectional, including the way we human beings collaborate and connect at the workplace to achieve some output and production resulting from our efforts and skill capabilities.

This whitepaper study has been conceptualized to analyse through research findings, the post pandemic changes in the Indian labour/Job market. Although there is an all-pervasive impact of COVID on the Indian Labour Market, this research study limits itself to the three variables and their direct and indirect impact on the cost and productivity of the firms.

Intent was also finding out what is the level of eagerness to multi skill and up skilling of workforce? What is the pressure improves skill of your existing workforce to meet automation challenges. Impact workforce optimisation by Automation/Outsourcing or productivity enhancement measures. Please rank the need for optimization (Productivity/Automation/ Outsourcing) To remain cost competitive / in the market your company has prioritised which of these strategies.



## The key variables chosen for study are

- A. Availability of Skilled Human Capital in the Labour Market and the equilibrium of demand and supply of talent,
- B. Skill Strategy for the industry (Reward Strategy for retention)
- C. Post covid change in the Workmen-work relationship (Impact on the bargaining power of Trade Unions/Influence groups) - Blue and white collar workforce POST covid,
- D. Impact on Contract labour (Sourcing of manpower post COVID has become difficult to easy) - Post COVID the sourcing of skilled and motivated contingent labour,

## Introduction

Spread of COVID-19 left most of the economies in a clueless situation, and thus the business houses were also equally affected. An agile workforce plan is the most suitable solution to revive the productivity levels to previous standards. The period stretching from 2019-2021 can be said as the interregnum where businesses and economies were equally directionless which was majorly attributable to the availability of human capital / talent. The direction of talent vis a vis availability of Human Resources was uncertain and hard to predict. The whitepaper here aims to probe the post pandemic changes in the Indian labour market and to understand the relationship existing between the affecting variables and the title under research. This also aims at understanding the economic despondency of the industries of all scales, attributable to pandemic.

There are three intertwined aspects viz. Availability of skilled human capital, psychological contract of employees with organisation, and post covid changes in the workmen-work relationship. All the three aspects have been making a severe impact on the functioning of the industries in the way they functioned before and after the pandemic.



Availability of Skilled human capital is a big challenge as the skilling and training agencies were also closed during pandemic and were imparting online training and education which left a void in consideration to practical know-how and application of knowledge. Moreover, the meagre availability of the skill was mentally unprepared to pose themselves physically at the workplace which again came across as a great challenge to the industries in managing their operations. There were instances when the employee has accepted the job offer but it didn't materialise into joining at the workplace. Instances like this posed a disruption in the talent pool and thereby HR operations being derailed.

The aspect of the psychological contract of employees with the organisation was also deeply impacted in the sense that it also came under the lens of suspicion at times. For organisations, it became a great challenge to maintain a cohesive relationship with its employees, as it often called for a warranted and at times costly assurances on their part.

## Methodology

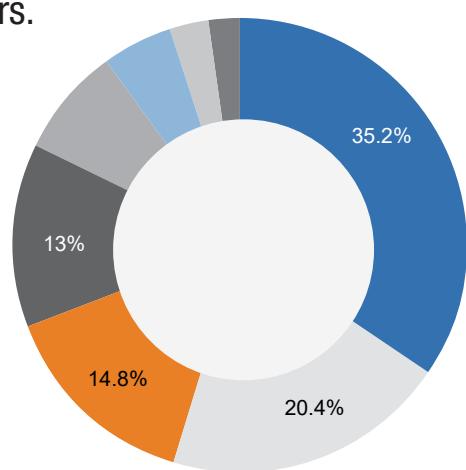
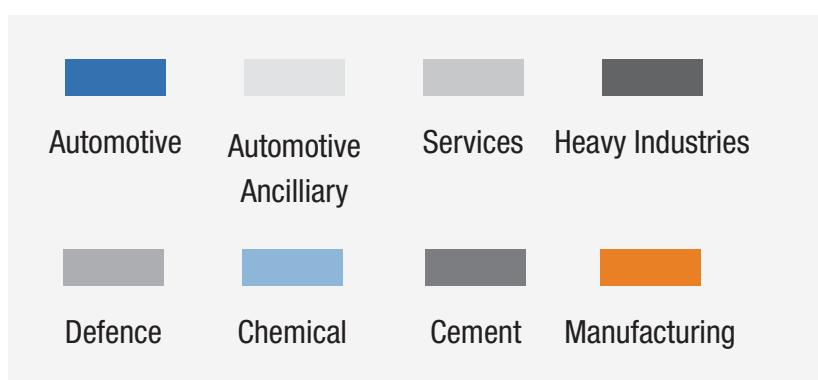
Mixed method-based survey questionnaire was used for collecting responses across a range of organisations. The Quantitative tool of Correlation was used to find out the relationship between variables and their interdependence. Following Variables (Table:1) were identified for study based on the survey responses from participants.

**Table: 1 (Variables identified for study)**

Independent Variables	Dependent variables
Industry Sector	Job vacancies
Lifespan of Organisation	Relevant job applications
Turn Over	External hiring vs IJP
Employees strength	Skill levels (technical, behavioural)
Outsourcing of Tasks	Compensation and Rewards, tools of rewards
Gender diversity	Turn around time(time taken to close positions)
COVID-19 Phenomena	Change in ER landscape

## Industry Participants in Survey

Survey participants were from diverse sectors (Fig-1) like Automotive, Chemical, Fertilizer, Food Processing , IT and ITES , Manufacturing , Services and a few others.



Ref: Fig-1 represents the sectors wise participation of survey responding companies.

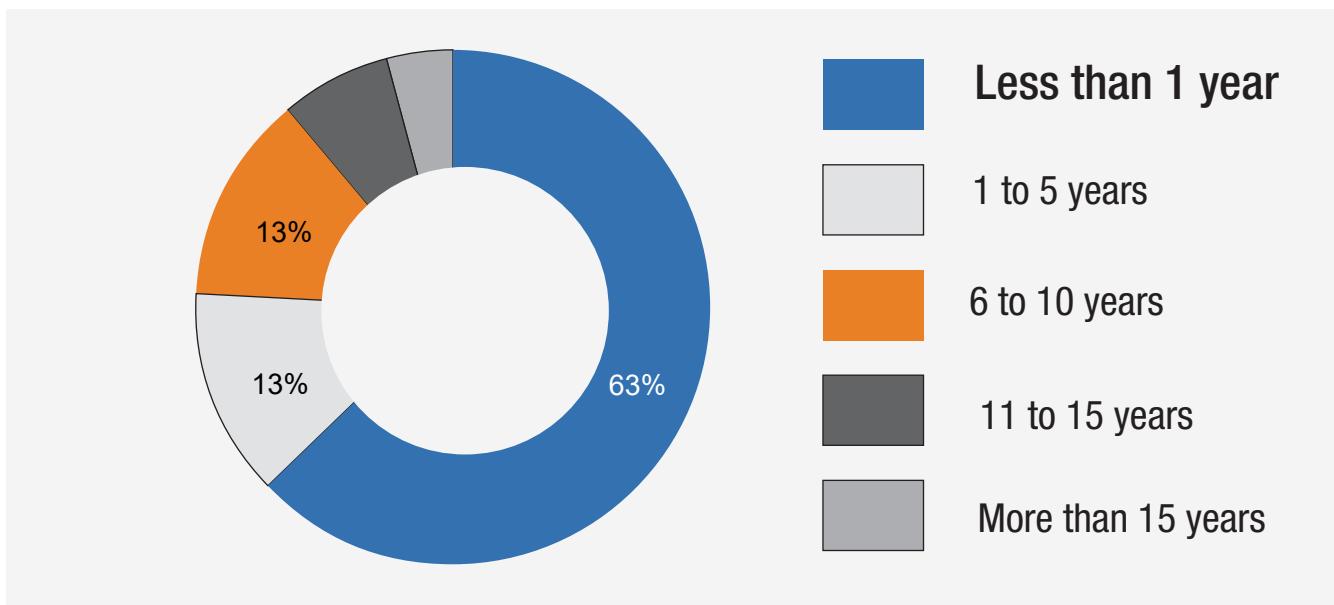
Bias in responses: More than 70% of the respondents were from Automotive, IT&ITES and some miscellaneous industries . Out of them the largest number of respondents hailed from Industries other than the ones mentioned above.

## Survey responses

In total there were 54 responses out of which three were invalid. 26% of them were female respondents, all the respondents were from the domain of Human Resources and their designations ranged from Asst. General Manager to HR Leadership roles which included fourteen CHROs / Chief People Officers and rest of the respondents belonged to tier-II leadership of HR. The respondents corresponded to approximate age groups of 40 to 55 years and Service experience of more than twenty years.

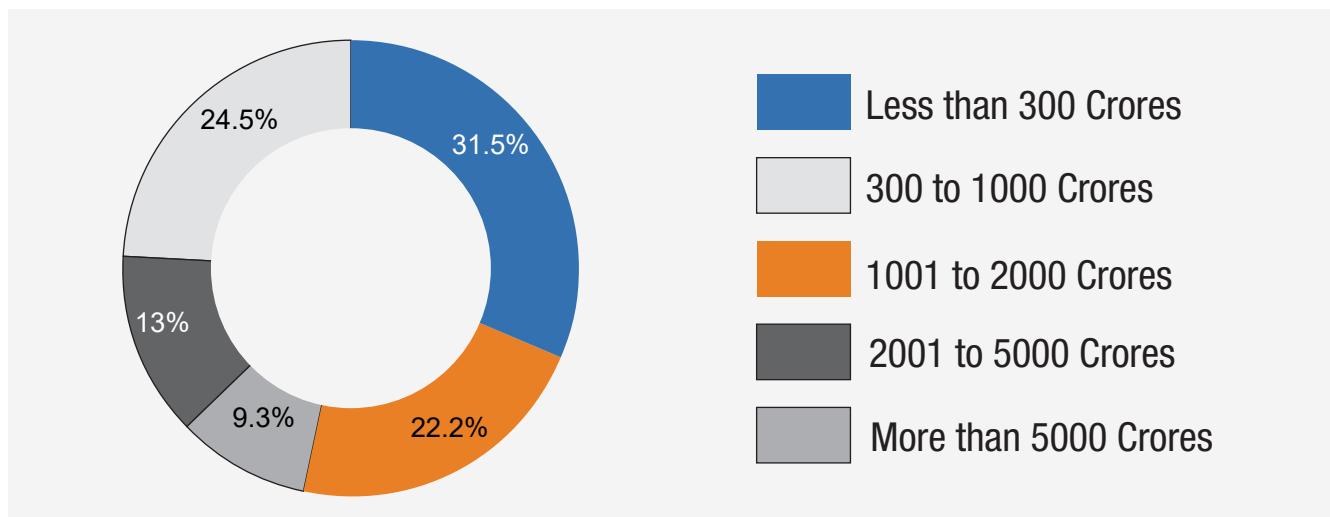
## Life Span of the participant organisations

The total number of respondents belonged to the Organisations which mostly had been in existence for long tenure (Fig-2). 63% of the respondent companies were in existence for more than 15 years, whereas about 20% of the respondent companies were having life span ranging from Six years to 14 years. Rest of the respondent companies were new in existence or of a Startup nature belonging to the IT & ITES sector.

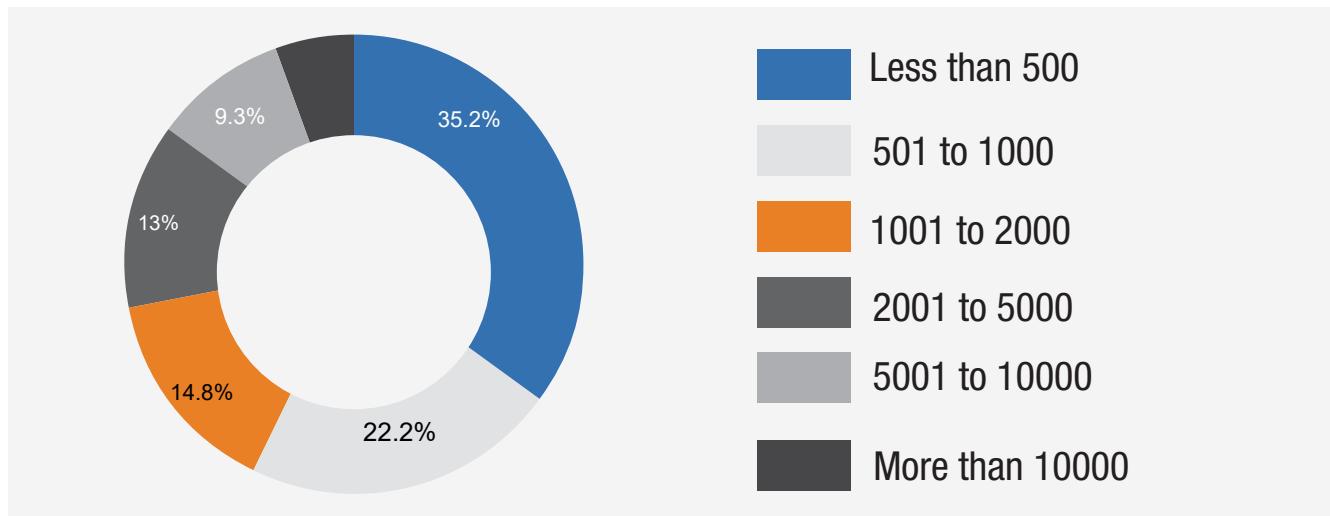


Ref: Fig-2 Pie chart representing the life span of respondent Organisations.

To study the homogeneity of the COVID impact, we received a proportionate mixed response in terms of the financial position of the organisations (Fig-3). The respondents can be clearly identified in three larger segments, viz. About 25% of the respondents had a turnover of more than Rs 5000 crores, whereas about 44% respondents belonged to the club of Rs 300-5000 crores turnover. The good part of the survey was the response from more than 5000 crore clubs which constituted about 25% of the total respondents. From the point In view of employee strength (Fig-4), 32% of the respondent companies had employee strength of more than 5000 people, whereas another 32% had the manpower strength ranging from 500 to 5000 employees. Rest about 36% of the respondent organisations had an employee strength of less than 500.



Ref: Fig-3 representing the financial position of the participant Organisations



Ref: Fig-4 representing the employee strength of the participant Organisations

The study attempts to understand the present human capital landscape where many dependent and independent variables (Table:1) put an impact on the outcome so as to understand the business scenario pre and post COVID pandemic and the findings are presented in a suggestive manner. The research will help various stakeholders like Govt. bodies, Industrial associations and practitioners, Educational Institutions, Civil Society, and the academia at large in understanding the factors which are enablers of human capital and factors which act as detractors.

These are the features which are shaping HR landscape and have been considered for this study, Job vacancies in an organisation; and Relevant job applications, External hiring vs IJP, Skill levels (technical, behavioural), Compensation and Rewards, tools of rewards, Turnaround time (time taken to close positions), Change in ER landscape.



When companies were probed further about the impact of COVID-19 on finding a suitable candidate for filling these positions, we found that 52% of the Organisations had admitted that post COVID the time taken to fill positions (junior level) increased and they are taking more time than before to close these positions and a mere 1.9% of the respondents felt that the post COVID the time taken to fill up the Vacancies in the same category has decreased, while rest of the respondents revealed that they was no impact. Hiring turnaround time in sectors like Automotive, IT, Manufacturing and Service Industries, increased significantly.

### The key variables chosen for study are.

To find out the impact of COVID on filling up the positions in their organisations we designed the questionnaire to filter out the separate impacts on Junior level and Senior level positions separately. The response we received reveals that at present about 15% of the Organizations are struggling to close their vacancies in the junior and front level and according to survey results they have about 30% of their junior level positions lying vacant.

This resulted when cross checked by asking the respondents to put the time lag in closing the positions in terms of days their response corroborated with the findings. For 26% of the companies, Post COVID the time taken to hire positions at junior levels has increased by more than 10-29 days and for 18.5% of the respondents it has increased by more than 30 days.

To conclude the impact of COVID on job market and the incidental talent availability, the survey asked the respondent HR Leaders about Percentage of relevant job applications that they normally receive for Junior/Frontline open position in their Company. 85% of the Organizations said that out of the total job applications received by them, more than half of the job applicants were not suitable at all for the position demanded. This can be interpreted as job market asymmetry between job seekers and the organisations. Both are struggling to find the suitable match.

To close the gap between talent availability and open job positions companies are increasingly taking the internal job posting tool and 26% of the companies said that they close more than 60% of the positions in their Organisation through IJP (internal job posting). Another 24% of the organisations fill about 40% to 60% of positions from the IJP route. Also it can be interpreted as the Organizations depending more upon internal job market rather than external hiring and the possible factor can be removal of posts or clubbing two job roles into one by job enlargement for cost optimization which could be determined through this survey and can be a possible area of research in successive studies in this domain.

## The Skill Landscape

About 50% of the Companies identified their workforce as skilled and about 40% identified them as Skilled , which is a clear indication that even in traditional industries like Manufacturing which largely of Blue Collar workforce, their manpower lies in the skilled to highly skilled category. More than 78% of the HR managers are satisfied with the quality of manpower that they hired. It can be concluded that the total satisfaction of hiring managers on the skill intake level is suggestive of hiring managers being stringent with the intake parameters / hiring standards for new joiners.



# The Skill Cloud



Many times, when HR managers raise a vacancy for which they have a salary range in mind for that role/position. However, seeing the sense of urgency and criticality of the open position, they may have to relook at the hiring budget. The data collected through our survey showed that nearly 75% of the HR Managers closed the vacancies within the given compensation band. It may be possible that the time taken in hiring is increased due to their efforts towards closing the position in the given range or the range prediction is accurate and they have fair knowledge of the market expectations.

## Skill level of Companies and the Compensation

### Analysis of results using 2 Way ANOVA.

ANOVA						
Source of Variation	SS	DF	MS	F	P-Value	F crit
Rows	33.8519	53	0.63871	1.1297899	0.3297899	1.57768
Columns	0.03704	1	0.03704	0.037037	0.798976	4.02302
	29.963	53	0.56534	0.565339		
Total	63.8519	107				

It was found that there is a certain relation existing between the level of skill and hiring of professionals at junior and senior level in the companies. It was further found that the level of skill in a company and satisfaction of hiring manager with the new joiners was directly proportional to the frequency of closing a position within a given compensation band. i.e. If most employees working in a company is Highly Skilled and the level of satisfaction of the hiring manager with the talent hired is high, it is more likely that the compensation range for the new joiners will be within range.

## Tools of Reward from Retention point of view

The organisations when asked about the tools of reward or the salary components which they used prior to COVID for retention and how their compensation practice changed post COVID. It was found that there is not much difference in the tools of reward being used by Organizations. The popular compensation practices from retention point of view have been Employee Wellness, Salary Hikes and out of turn promotions, ESOPs, Incentives, Extra Leaves and Workplace facilities like cafeteria, gym etc.



When asked about what will be the top tools of compensation if there would have been no budgetary constraints from the business side, the participants' responses were gathered and we generated a Word cloud analysis out of that data, in which it was found that about 40% of the respondents stated Learning and Development and Work from home (including flexi hours and hybrid working) are the two top benefits which they would like to roll out. Post COVID following the food facilities and cafeteria at office have become less important and Work from home and Employee wellness have become more important from employees' point of view post Covid from employees' point of view.



## Post COVID Employee Relations paradigm

When asked about the impact of COVID on Employee led disruptions, the deductive inference which we can draw from data is that Post covid employee related (Led) disruptions have increased as admitted by 61% and in the Unionised companies the mutual understanding between Union and management has increased.

### Conclusion:

The response structure here suggests the idea that COVID impact was more particularly imminent and evident in the Automotive and IT Sector. Out of the remaining 30% respondents, most respondents belonged to the Service sector.

In conclusion, the study provides valuable insights into the present human capital landscape, highlighting the factors that impact human capital and how the business scenario has been affected pre and post the COVID pandemic. The study is beneficial for various stakeholders, including government bodies, industrial associations, practitioners, educational institutions, civil society, and academia, to understand the enablers and detractors of human capital. The study also found that

1. The COVID pandemic has had a significant impact on the hiring turnaround time, with many organisations struggling to fill their vacancies, especially at the junior level.
2. The study also reveals that there is a job market asymmetry between job seekers and organisations, with both struggling to find a suitable match. Companies are increasingly relying on internal job posting tools to close the gap between talent availability and open job positions.
3. The study also found that more than 78% of HR managers are satisfied with the quality of manpower hired, indicating stringent hiring standards for new joiners.



Overall, the study provides valuable insights into the HR landscape and highlights potential areas for further research in this domain. Based on the research presented and the current global trends, there are some possible predictions for the future of the human capital landscape:

1. **Increased Demand for Remote Work:** The COVID-19 pandemic has accelerated the trend towards remote work, and this is expected to continue in the future. Organizations may adopt hybrid work models that allow employees to work remotely and in the office.
2. **Greater Emphasis on Soft Skills:** The need for soft skills, such as communication, collaboration, and problem-solving, is expected to increase. This is due to the increasing importance of teamwork and the need for employees to be able to work effectively in diverse and dynamic environments.
3. **The need for upskilling and reskilling** is expected to increase as the pace of technological change accelerates. Organizations may need to invest in employee development programs to ensure that their workforce has the necessary skills to remain competitive.
4. **Greater Emphasis on Diversity, Equity, and Inclusion:** Organizations are expected to place greater emphasis on creating a more diverse, equitable, and inclusive workplace. This will involve not only hiring more diverse talent but also creating an inclusive culture where everyone feels valued and supported.

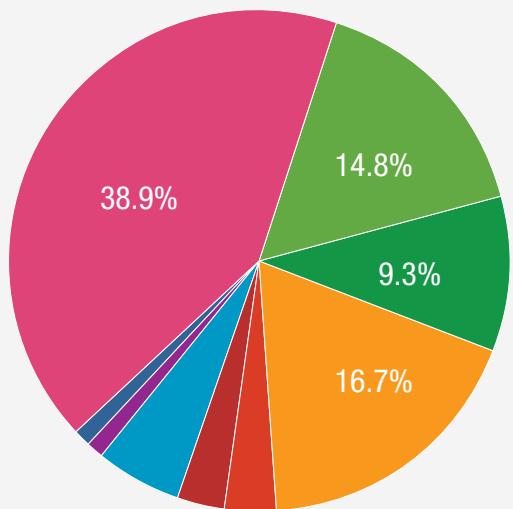
## Limitations of Research

While the study provides valuable insights into the present human capital landscape, it has some limitations that should be acknowledged. Some of the limitations of this research include:

1. **Small Sample Size:** The study used a relatively small sample size, which may limit the generalizability of the findings to a larger population. Therefore, caution should be exercised when interpreting the results.
2. **Limited Geographical Coverage:** The study focused only on a specific geographical area, which may not be representative of the broader population. Therefore, the findings may not be applicable to other regions or countries.
3. **Self-Report Bias:** The study relied on self-reported data from the respondents, which may be subject to bias. Respondents may have provided answers that they thought were socially desirable, leading to an overestimation or underestimation of certain findings.
4. **Cross-Sectional Design:** The study used a cross-sectional design, which limits the ability to establish causal relationships between variables. Therefore, the findings may only provide an indication of the association between variables rather than a cause-and-effect relationship.
5. **Limited Scope:** The study focused on specific features of the HR landscape, such as job vacancies, external hiring, skill levels, and compensation. Other factors that may impact human capital, such as organisational culture, diversity and inclusion, and employee engagement, were not considered. Therefore, the study's scope may be limited.

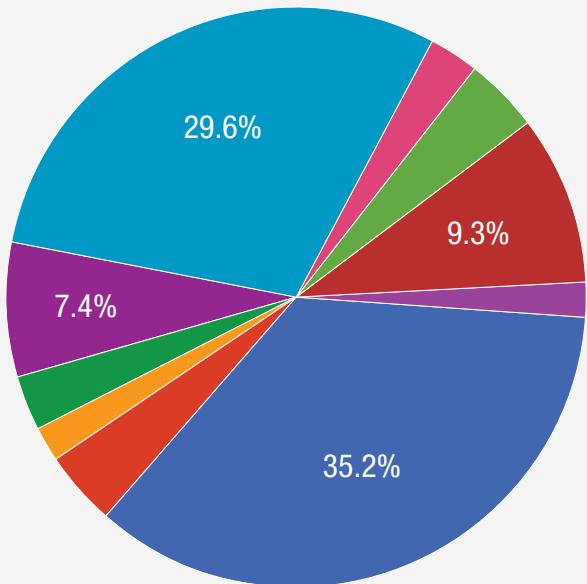
Which of the following tools have become less important from employees point of view post Covid?

54 responses



- Employee Wellness (Health Focus)
- Out of turn Promotions and role growth
- Extra Leaves
- ESOPs
- Flexi work hours
- Work from Home/Hybrid work hours
- Work place privledges like Cafeteria
- Offsites as team or group

Which of the following tools have become more important from employees point of view post Covid?



- Employee Wellness (Health Focus)
- Out of turn Promotions and role growth
- Extra Leaves
- ESOPs
- Flexi work hours
- Work from Home/Hybrid work hours
- Work place privledges like Cafeteria
- Offsites as team or group

## If there were no constraints, What would be your top, Second and third innovative strategies for boosting employee engagement and retention?

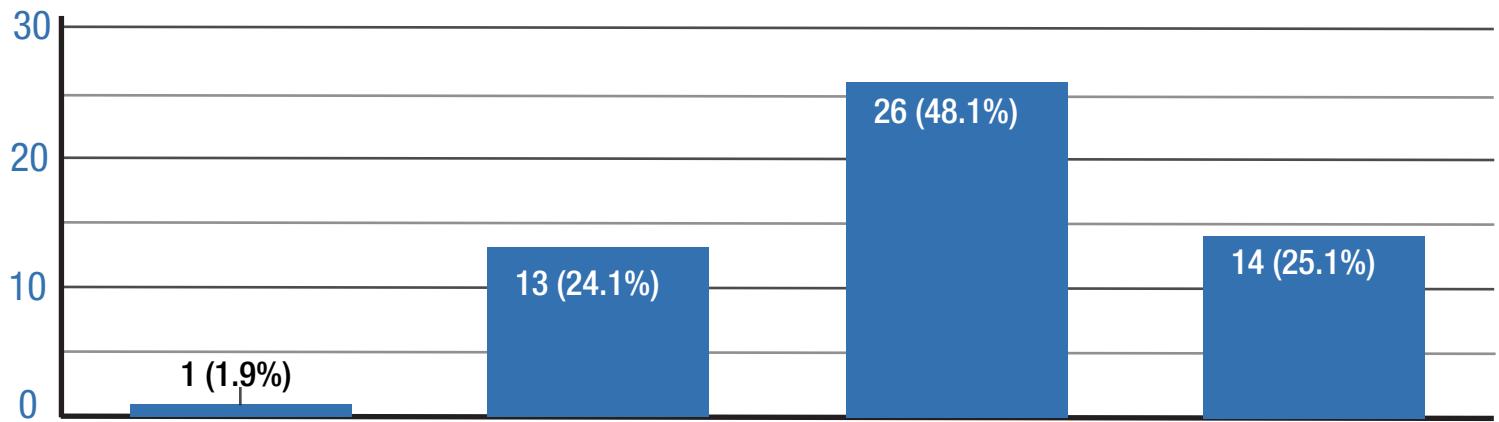
	Top Innovative Strategies	Second Innovative Strategies	Third Innovative Strategies
1	Wellness	Flexi Working Hours	Training
2	Work from home	Meaningful engagement and recognition	Offsites
3	Regular communication cadence	Borderless work profiles	Learning & Growth
4	Learning & Growth opportunities	Entertainment space	Innovative culture practices
5	Offsite training	Interaction with employees at their residence during Sunday's etc	ESOPs
6	Employee engagement and relationships	Constant skill upgradation	Celebrating their events
7	Project milestone bonus	Make office a cooler place , work on ESG and involve employees on ESG/ Diversity agenda / agenda on PETs. Youth today get attached to these	Constant improvement of work life balance
8	Work from anywhere	Role enhancement	Always works fast track growth and very good hikes
9	Upskilling	Mentoring	Opportunity
10	Growth opportunities, ESOPS, Competence building	Incentive to business mid level	Leader as a coach
11	Esop	Flexible Leave policy	Coach support team
12	Maintain High earning capacity with Increased slab incentive mechanism	A learning academy	Promotions and road map for high performers
13	Reward structure that tops the market for high performers	flexibility in working hours/days	Health solutions for extended family
14	training & development	Constant feedback	Use communication with Empathy, compassion & humor
15	Give challenges to the employees	Hybrid mode of working	Competitive Salary Hikes
16	Flexi working hours	Enhance Employee wellness Program	Promotion
17	Remote Working	Technology/ infra	Flexible Time
18	Top end AI ML exposure	Inclusion	Innovative Variable compensation
19	Providing Upskilling opportunities	Providing multiple assignment opportunities	Deciding own career growth
20	Work Life Balance	Career Opportunities	Learning and Growth Opportunities
21	Employee planning their own work schedule for the week and month	Frequent team get togethers	Remove punching access cards
22	More engagement activities	Pay rise	Recognition programs that highly impactful
23	Hybrid work and flexi hours	Working as partners and not for boss	Learning and development opportunities

24	Compensation and Benefits that's above industry average	inter country talent exchanges	Work life balance Environment
25	Providing internal growth opportunities	Salary and benefits protected / increased during difficult times also	Ring fencing
26	Support to skill s upgradation	Support for Higher education	Recognition
27	Health	LTIP	Gender diversity at workplace
28	Hybrid work hours	Skill development	Employees should always first
29	Not able to select multiple oprions	Employee wellness& Mental Health	Promotion
30	Retention bonus	Continue hybrids working model	Support to Frontline staff
31	Flexi work	Salary hike	Company offsites
32	Kind of work we provide, training	Career growth	E-learning
33	Making them mentally and physically engaged through variety of recreational and sports activities	Employee involvement	More trainings
34	Health, Learning and experience	Leaves for family outing	Medical benefits
35	Giving timely increments & Allotted leaves	Work from Office	Developing Leadership skills
36	Higher incentives and success based compensation	Flexible working	Extra leaves
37	Hybrid work model	Flexible timing	
38	Listening to employee	Continuous learning	
39	Involvement	More tax benefits salary components	
40	Inclusiveness, relation, human touch	Empowerment	
41	Arrangements of special leave, and in case death due to covid arranging rs. Lac to his/ her family apart of his/her Full an Final amount.	Flexible working hrs Family engagement Being lucrative	
42	Learning and development Being real with employees Organization Culture	Mental well-being	
43	Retain and Train ( For ensuring Job Security)	Salary Hike	
44	Flexible working		

How often do you close a position within the given compensation band?

( Context: Many times when we raise a vacancy we have a salary range in mind, we may have to relook at the hiring budget. )

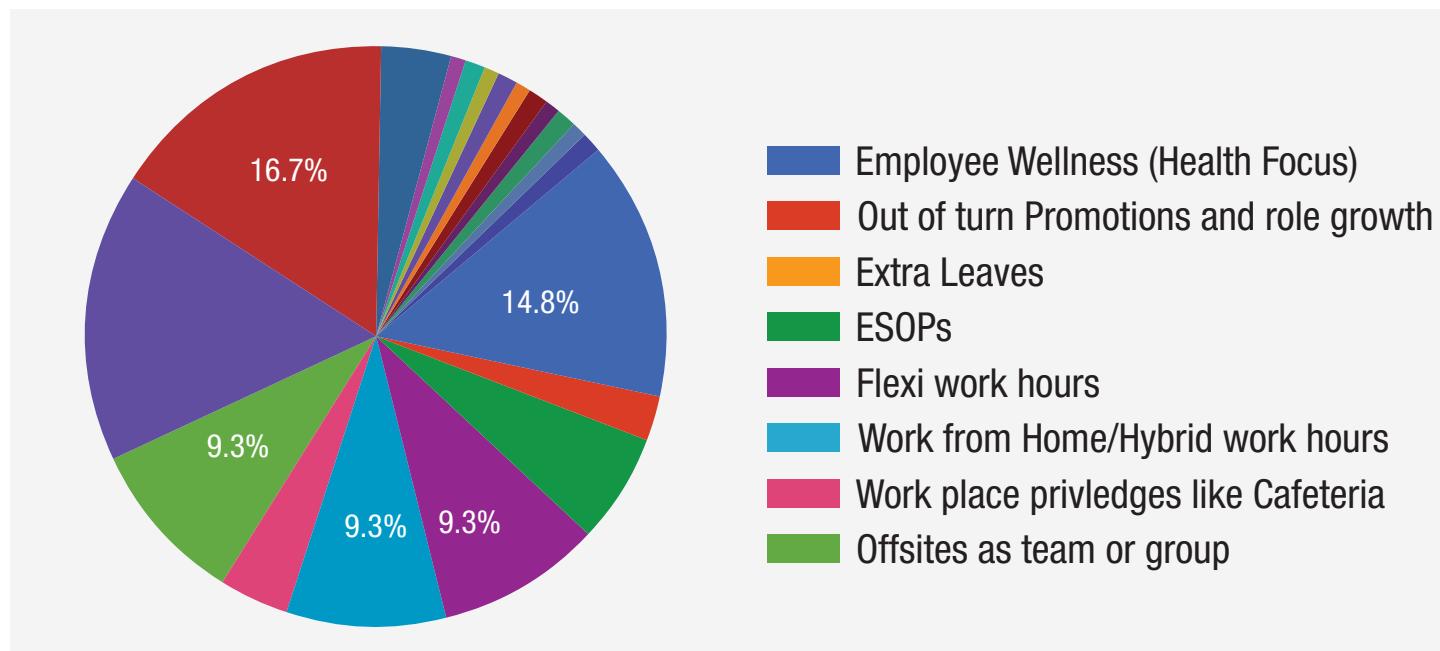
54 responses



### Shift in HR Strategies as impacted by Covid-19

Choose the Top 3 tools of reward/compensation components that were working for you from retention point of view BEFORE Covid-19?

54 responses

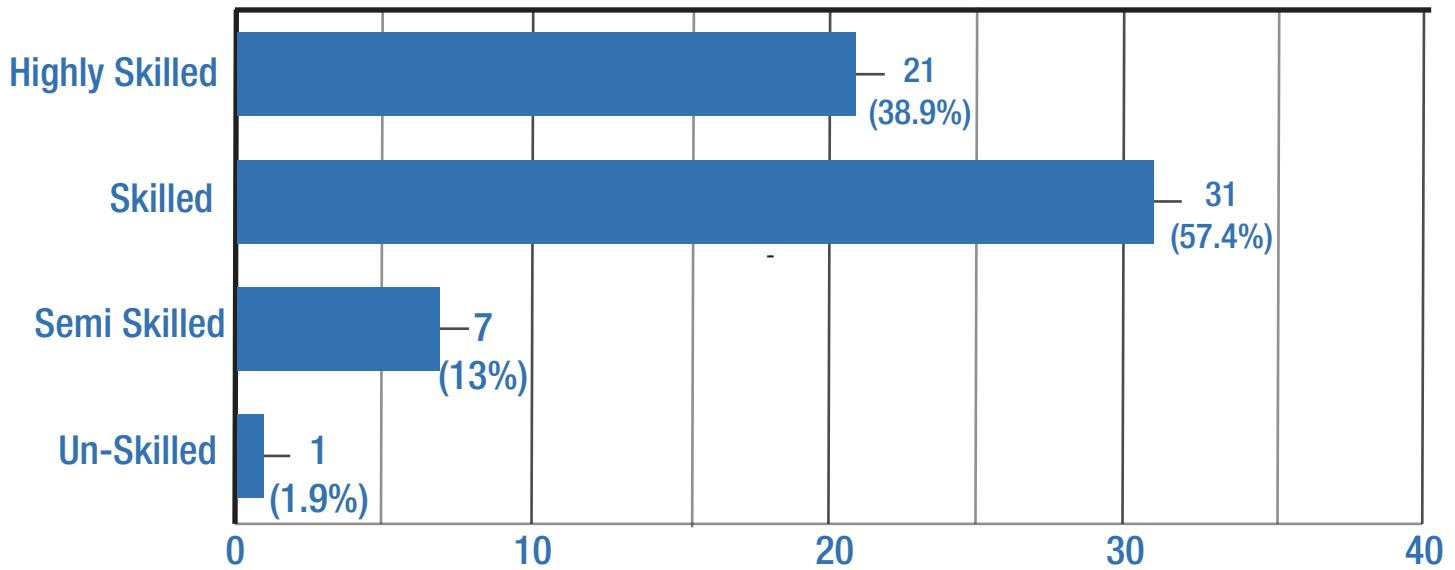


## Which skills are Top 3 Technical and Behavioural skills at Junior/Frontline Level?

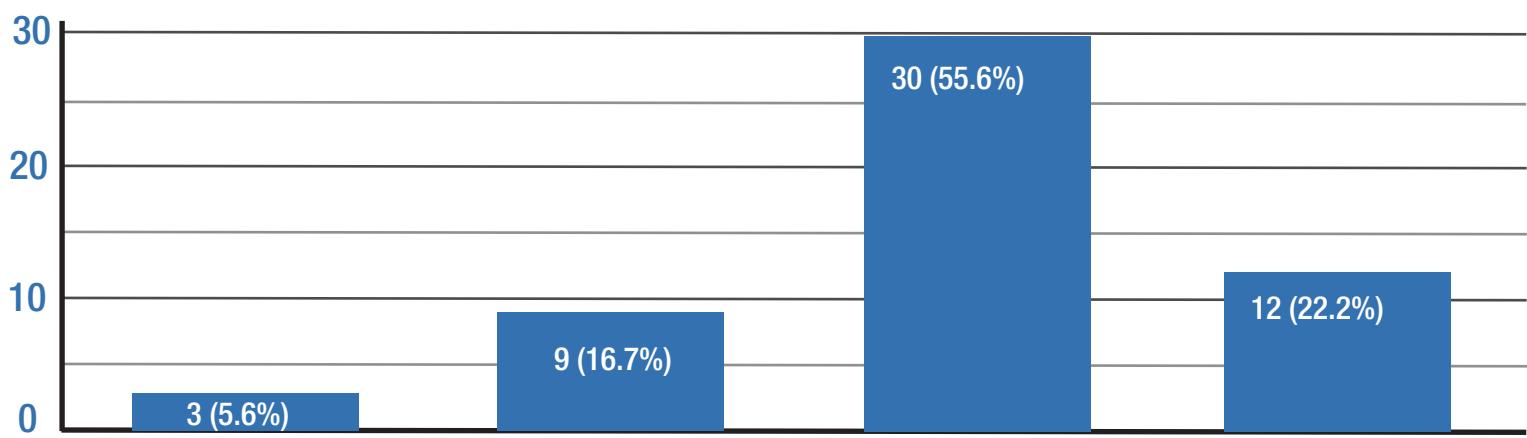
Responses	Top 3 Technical skills at Junior/Frontline Level	Top 3 Behavioural skills at Junior/Frontline Level
1	Electricians, Operators, Chemists	Communication, Inter Personal skills
2	Effective Nursing, Sample processing skills, problem solving skills	Empathy, Effective Interpersonal communication, Customer centricity
3	Full Stack developers, Android, iOS developers	Attitude, culture fit, communication
4	Value selling	Problem solving ; collaboration skills; relationship management
5	Data analysis, Computer skills	Communication, Time management, Self improvement
6	Diploma passout	Attitude and dedication
7	Java, service now , manual testing, selenium automation	Communication, team collaboration, problem solving mindset
8	R & D Software used for Automotive use, R & D Hardware, EV Motor Design and development	Communication, Team work,
9	Communication/	Basic etiquettes/ a bit of discipline / integrity
10	Analytics, problemsolving,communication	Dealing with ambiguity, fungible
11	Sales,Design,product management	Drive for results, adoption to company culture, collaboration
12	Technical experience, project management, industry 4.0	Communication, initiative, result orientation
13	Knowledge of legal & technical	Negotiation skill, Going extramile, Sense of urgency
14	Diamond Polishing, Laser Operator & Dialit Operator	Integrity, Attention to Detail & Stress Tolerance
15	Programming, Software Testing	Ownership, Learnability, Flexibility
16	Internet	Communication, Common sense, English
17	Coding Languages and AI	Values maintenance; team work & project leadership
18	Technical, Accounts, Agriculture Graduatea	Willing to accept the remote working locations
19	Communication/Critical Thinking/ Digital Literacy	Communication/Empathy/Conflict Resolution
20	Consulting :content : solution design	Probing / lateral thinking / articulation
21	Civil, Electrical, Accounting	Communication, Collaboration, Inclusion
22	Human Resources, Engineering	Time Management,
23	Negotiation, Distributor Management, Time Management	Interpersonal communication, Collaboration, Perserverance
24	Customer Relationship Management data interpretation	Influencing, coaching and Performance Management
25	Problem solving, Trouble shooting, Industry Knowledge	Interpersonal effectiveness, Attention to details, Result Orientation
26	Scientists, Chemists, research	Ownership, Customer centricity, data integrity
27	Biomedical Engineers / Technical Consultant / CA	Punctuality / commitment to deadlines / listening

28	Skilled in using TQM tools , process operations twisting and weaving , Dcs operations, spinning operations	Communication skill, team work and achievement for result
29	Problem Solving Technique, Robotic/CNC, Project management plan	Presentation Skill, Communication Skill , Time management
30	Insurance Domain Knowledge	Communication, selling, and leadership
31	Selling Skills	Communication, consultative selling, accountability
32	Technical knowhow, IT skills, Machine operations	Core value orientation, human relations, green behavior
33	Job Knowledge, On job Exposure, Good academic insititue	Willingness to learn, positive attitude, collaboration
34	Good knowledge, IOT4.0,	Build relationships, Customer focus ,deliver result
35	Welding , machinery, IT	Punchual , disipline and anger management
36	Technology , programming and IT infrastructure	Comunication
37	Financial, Analytical, Sales	Resilience, Persuasion, Service orientation
38	Salesforce developer, Android developer and .net developer	Listening, learning attitude, flexibility
39	Facility Management	Hospitality
40	Data Scientists, Data Analyst, Coders	positive-Attitude, Aptitude, intent
41	Domain knowledge, research, presentability	Same as above
42	Coding, Design, Software Testing	Team work, Collaboration, Communication
43	Business Understanding	Communication
44	Communication, Confidence & Stakeholder Management	NA
45	Engineering, Innovation	Inclusive and collaboration, Change Mindset, Agility
46	Accounting, IT & customer service	Communication, collaboration, result orientations
47	Subhect	Discipline, time mgt , motivation
48	ms excel , communication, data analysis	Business communication, disciple, comprehension
49	Automotive, AI and Computer Skills	Discipline, Time management, interpersonal relations
50	Job knowledge, punctuality, dedication	Discipline, sincerity, hardwork
51	Sales management, Infrastructure arrangements, network buildup	Proactiveness, communication, Time management
52	ESG knowledge, Data tool handling, ms Excel, data analytics	Work ethics, communication skills, comprehension skills
53	Java, database, recruitment	Communication, Team Spirit,
54	Java, Big Data , Ui/Ux	Communication, self improvement , decision making

The biggest section of your workforce can be categorized as  
54 responses

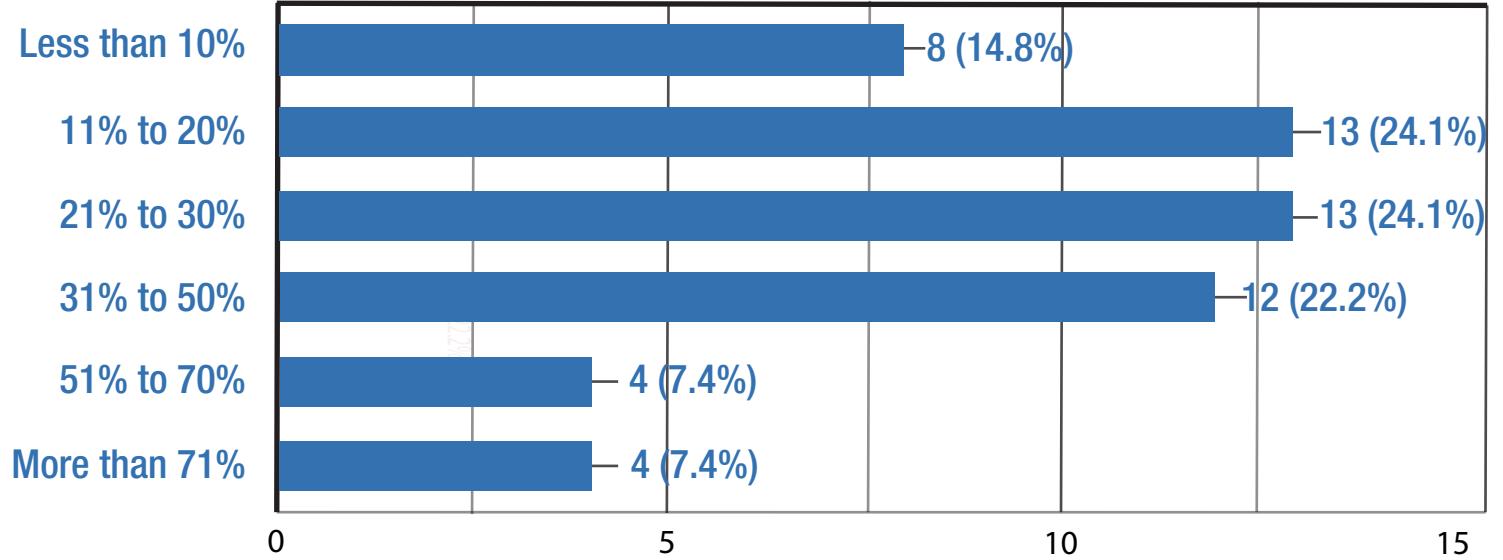


How satisfied are you with the skill intake level for new hires at Junior/Frontline Level?  
54 responses



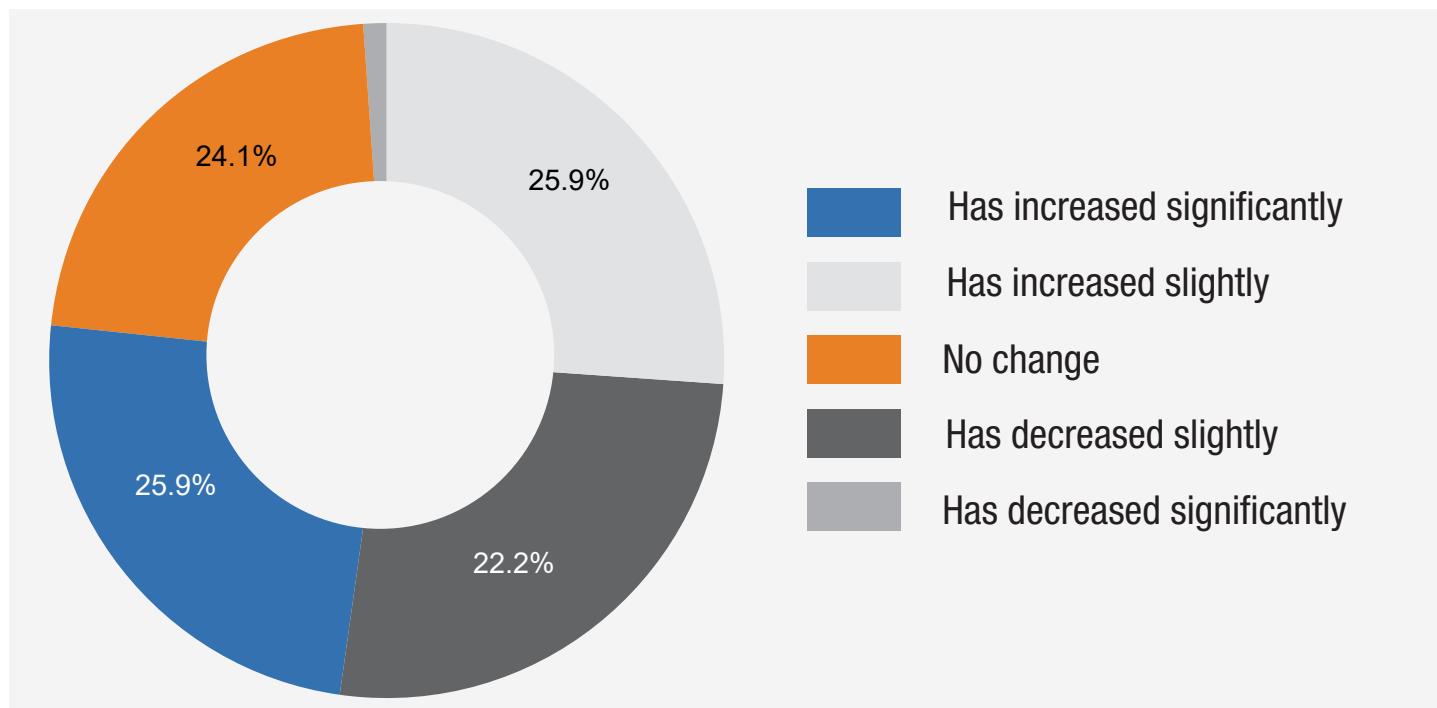
Percentage of relevant job applications that you receive normally for Junior/Frontline open position in your company.

54 responses



Percentage of positions filled from external hiring viz internal job posting

54 responses

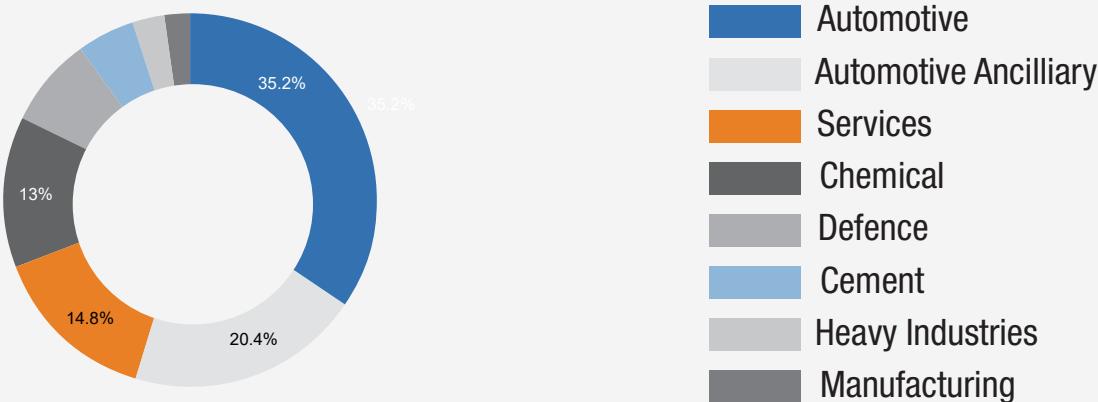


## Annexure

### Questions and Responses in Graphical form

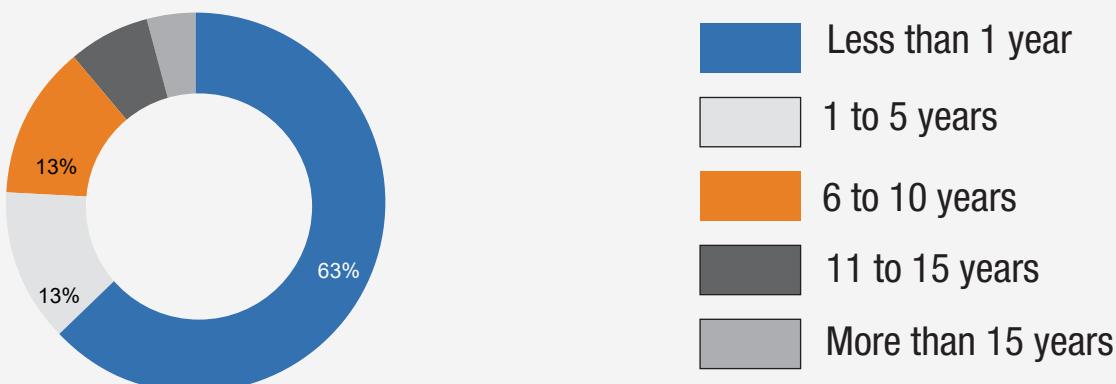
Which Industry describes your business the best

54 responses



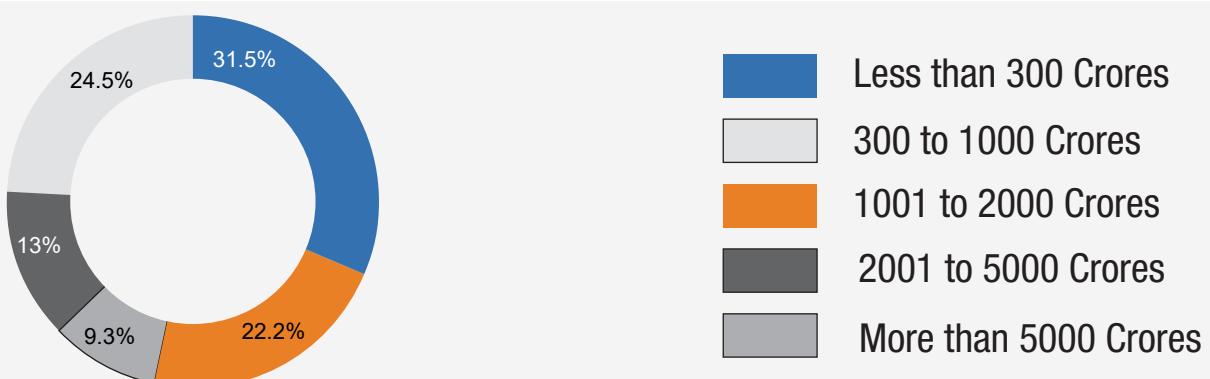
How long company has been in business in India?

54 responses



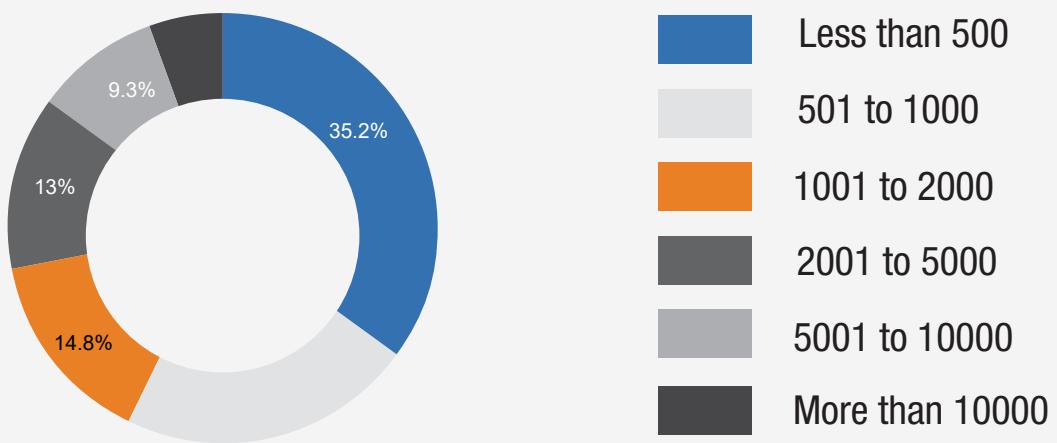
What would be the revenue or turnover range for your company? (Group)

54 responses



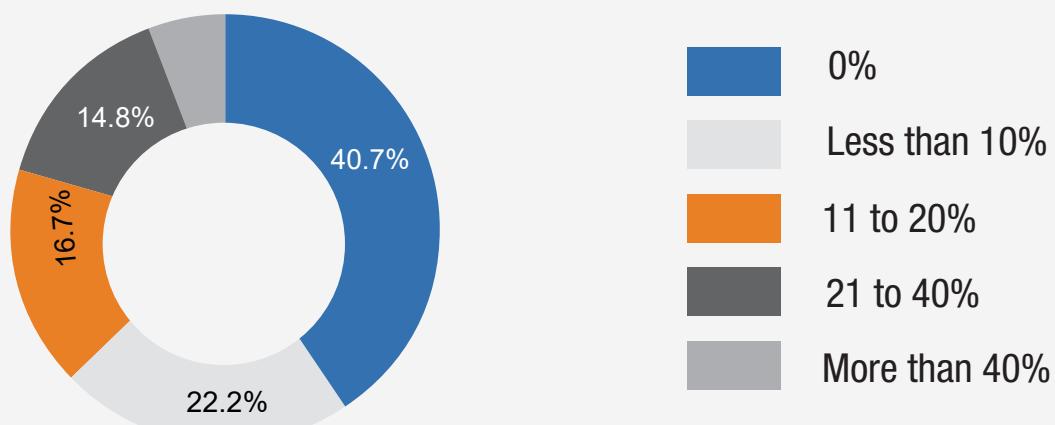
### No of employees as of now?

54 responses



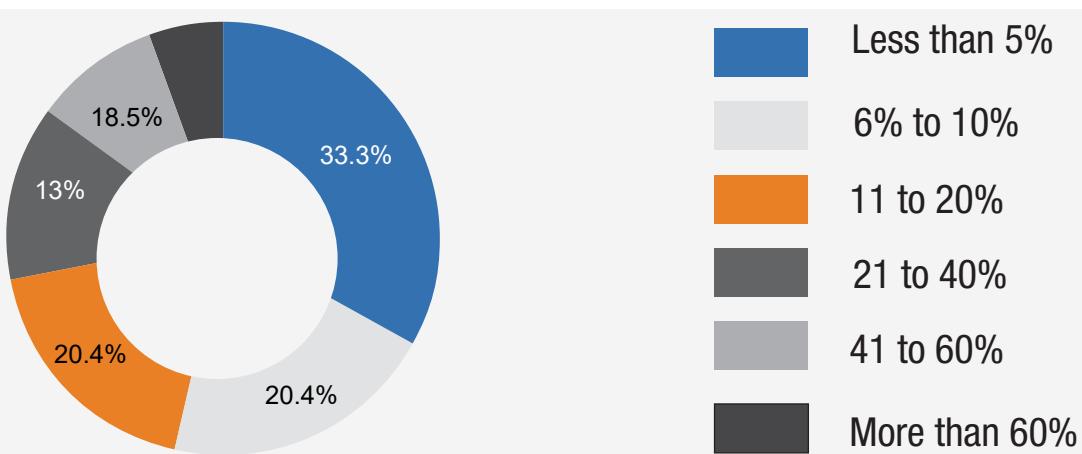
### What part of your workforce is third party (Outsourced)?

54 responses



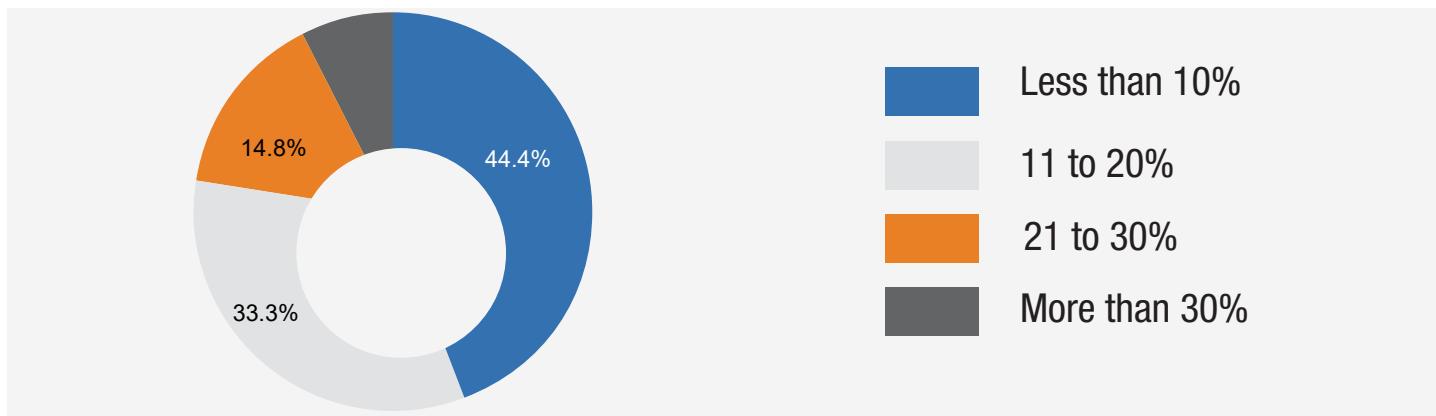
### What percentage of your workforce/employee population female (gender diversity %)?

54 responses

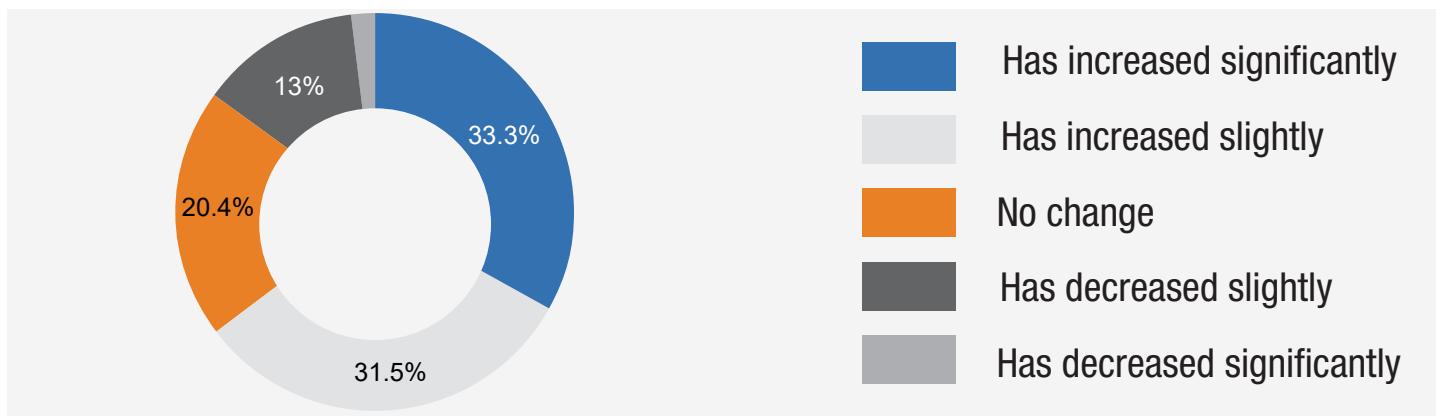


## Employee/ Work Force Availability

What is the percentage of position that are open in your Company at Junior/ Frontline levels?  
54 responses



What is the impact of Covid-19 on time taken to fill position at Junior levels?  
54 responses



The impact of COVID on filling Junior/Frontline level position in term of days  
54 responses



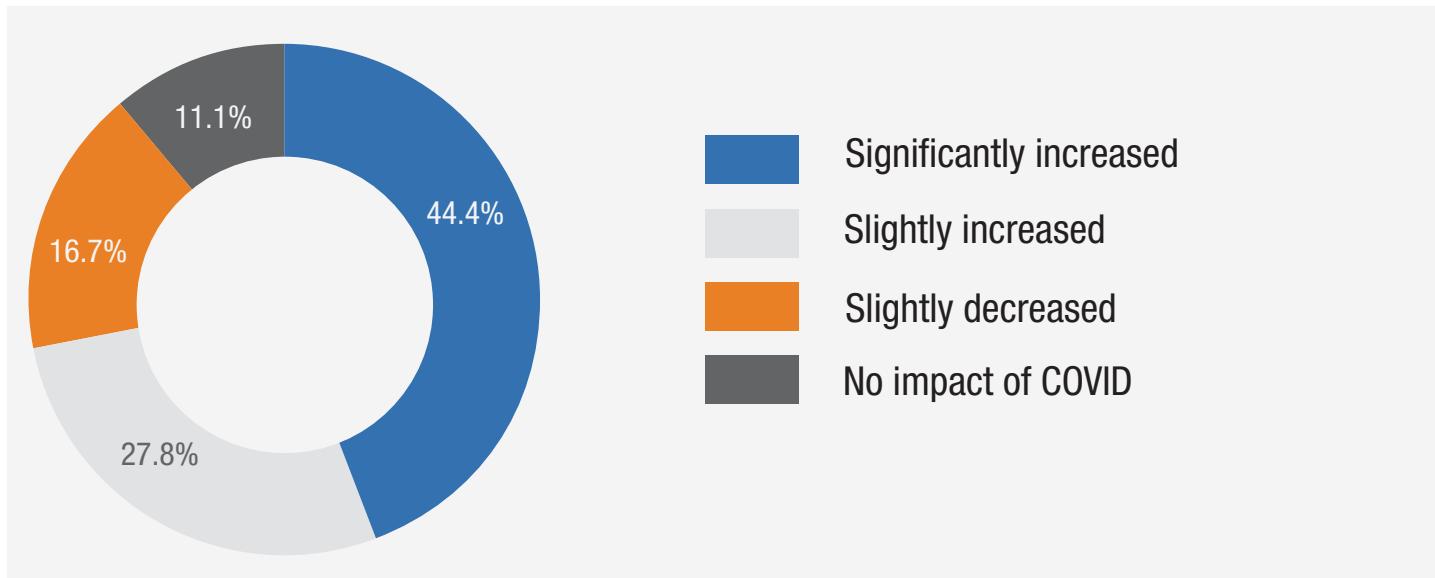
## Annexure -1 (List of participant companies)

Name of Participating Organisations			
DIVERSEY	Tide	Platform Services Private Limited	Hero MotoCorp Limited
Blue Cross Laboratories Pvt Ltd	The People i consult		Hamdard laboratories food div
Subros Ltd	IL&FS		DXC Technology
Colruyt group It	Human Factor		Future Generali
Sona BLW	Draeger India Group		HyTechPro
Burger King	Cipla Ltd		JLL
Connect and Heal dot com	Suzuki Motor Gujarat		FloData Analytics
Ashok Leyland	Syngene International		Jaipuria Institute of Management
Escorts Kubota limited	Ortho Clinical Diagnostics		Advanced Training Solutions Pvt Ltd
Indiashelter Finance Corporation	SRF limited		03+
Constell Group	Hero MotoCorp Ltd		Codersbrain Technology & Pvt Ltd
SE Mentor Solutions Pvt. Ltd.	Mahindra Insurance Brokers Ltd.		Konica Minolta
Blue Genes Research	Edwards Lifesciences		Keysight Technologies
People Solutions UnLtd	RARR Technologies Pvt Ltd		Blackboard Education Research and Foundation
IFFCO Ltd.	Kusum Healthcare Pvt Ltd		V5 Global pvt Ltd
Hamdard Laboratories India (Food Div)	ESG Book India/ Arabesque data force		RARR TECHNOLOGIES PVT LTD

## Post Covid impact(s) on employee-employer (Union-Company) relationships

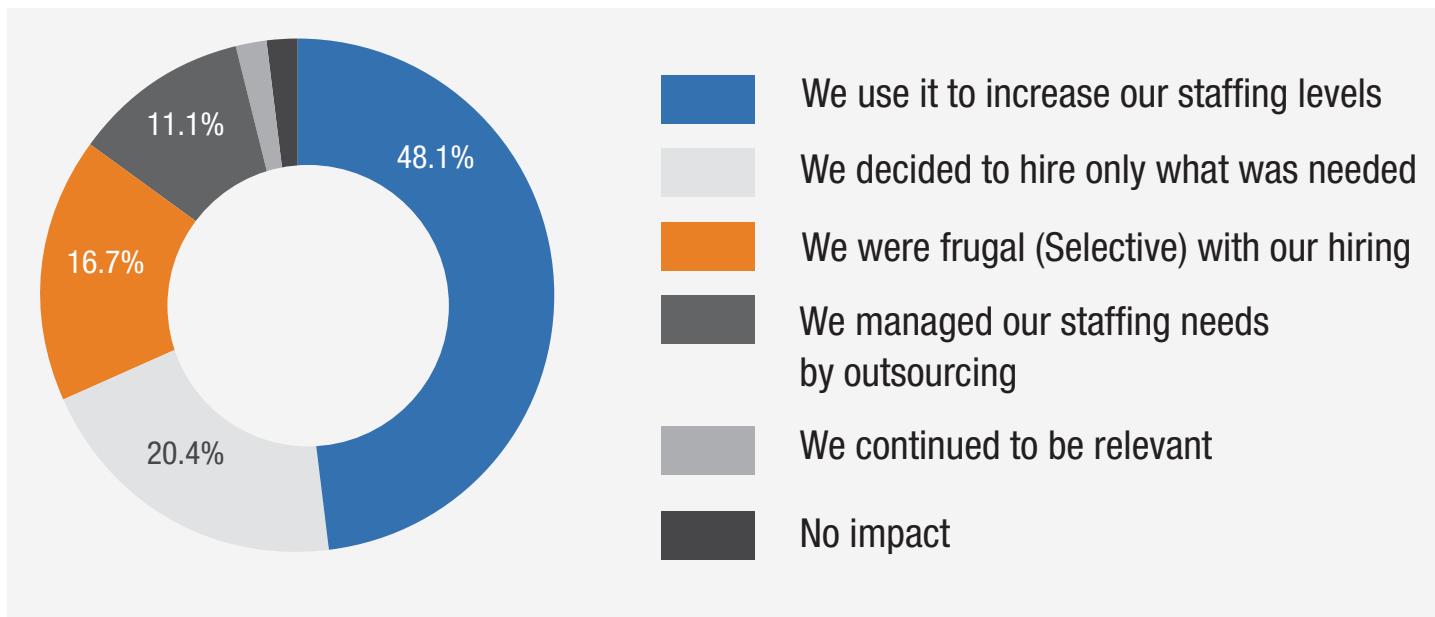
Post covid, employee related (led) disruptions have increased or decreased?

54 responses



## How did Covid impact the staffing levels in your company ?

54 responses



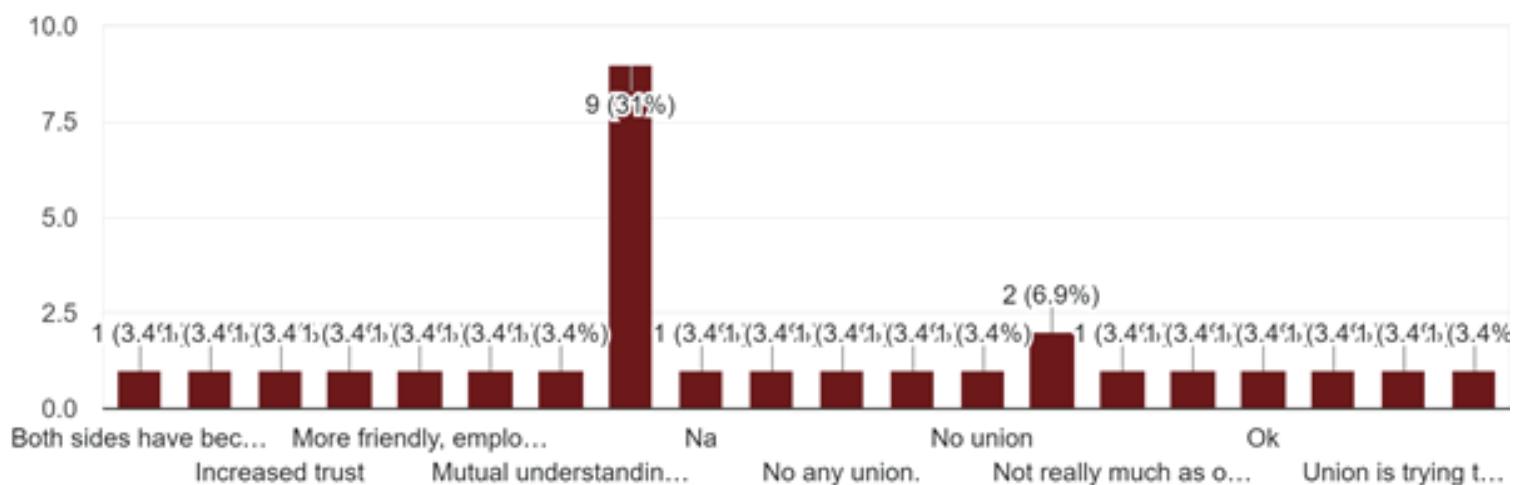
## If there were no constraints, What would be your top,Second and third innovative strategies for boosting employee engagement and retention?

Responses	Contributing Factors for the choice
1	Cost
2	Easy availability of staff in case of attrition,cost saving, easy termination in c/o poor performance.
3	Growth
4	We were doing well
5	There was no place for surplus hiring any longer
6	Their
7	We hire what we need always as not at a consequence
8	Wanted to conserve cash and cover up for uncertainties
9	Lull in business
10	Optization of cost
11	Cost
12	Business uncertainty led the decision to be leaner
13	Cost & Productivity
14	Right sizing due to identifying multiskilled employees in the present manpower and optimizing their talent.
15	Leveraging the employee goodwill
16	fixed cost
17	Reality
18	Proper organisational Planning and Succession Planning
19	Based on Market Dynamics, Revenue is an important factor to be kept in mind while making hiring desicions.
20	NA
21	Cost Control
22	To manage stability in delivery and reduce cost
23	Business Growth & Expansion
24	Business growth plans
25	Many
26	Uncertainty and increase in productivity
27	customer needs
28	To contain fixed cost
29	Process Automation
30	frugal with restructuring org, and mind full of hiring
31	There was no change in planned hiring as such
32	Rational hiring
33	Impact of Ukraine war on our business,

34	Rationalized our roles and optimized existing resources
35	Yes
36	Increased market hiring
37	Employees became more discerning
38	Business increments
39	Basis the requirement
40	Increase in Cost & avoiding layoffs
41	Increase
42	Social media
43	Business growth
44	Contractual candidates
45	Right Talent to be on Board
46	Continuity
47	Cash flow challenge post covid
48	Hit on business
49	NA
50	Cost, optimum manpower,
51	We are the manufacturing and sales industry and for manpower is more important
52	We are start-up and started in mid of COVID
53	Business has receded.
54	NA

## What has changed in Employer and Union relationship post covid (Optional,only if your company workforce is unionized)

29 responses



# Thank You

We express our gratitude for taking the time to participate in the CII Research paper conducted by:



Building Your Leadership Differentiators



Your participation in the survey has helped us gain valuable insights into the employee experience and has provided us with feedback that will help us make important decisions and improvements in the future. Your contribution is greatly appreciated, and we want to express our sincere thanks for your effort.