



Assessing Employee Engagement Strategies and Challenges Amidst COVID-19 Pandemic: A Literature Review

Anjum Ajaz¹, Aqra Altaf²

^{1,2}Research Scholar

Department of Management studies, University of Kashmir, India.

Email Id: sheikhanjum946@gmail.com, Email Id: aqra.altaf21@gmail.com,

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ABSTRACT

COVID-19 has shaken many enterprises, establishing a complicated environment for administrators and HR professionals who should develop creative ways to secure their firms' continuity and support their staff in dealing with this unforeseen catastrophe. During the current global pandemic Coronavirus disease, the majority of firms have concentrated on situation planning and considerable functional measures to maintain corporate coherence. Many organizations have adopted a remote work culture because of the COVID-19 pandemic's new normal. This study aims to see how different organizations connect their workers amidst covid epidemic. Companies are constantly devising new and efficient strategies to keep employees motivated throughout this challenging time. This study is a general literature review that examines various employee engagement strategies and challenges amidst covid-19 to broaden the extension of management research.

Keywords: Employee Engagement, COVID19, online strategies, Pandemic, Work From Home (WFH), quarantine etc.

Introduction

The worldwide community has been grappling with the COVID-19 epidemic, which has resulted in a pervasive global disaster. People are facing massive levels of disturbance in their houses, neighborhoods, and workplaces. Because of the worldwide scourge, organizations have been compelled to make revolutionary acclimations to their work environments, causing utter upheaval to the employee experience. Human Resource Management (HRM) plays a pivotal role in assisting employees in effectively navigating the challenges arising from unforeseen workplace and social changes (Carnevale and Hatak, 2020). Companies must increasingly utilize digital channels and implement stage-based innovation, and make new plans of action (Sheppard, 2020). Several companies have implemented a "Work from Home (WFH)" strategy to deal with these situations. Based on empirical research, the feasibility of remote work arrangements is contingent upon not only the specific characteristics of the occupation but also the extent of cross-national variation. Hospitality and tourism-related occupations have a harder difficulty transitioning to a WFH mode, while programming advancement, banking, and financial sectors tend to be the most convenient to adjust to (Jean-Victor et al., 2020).

Despite the first perception that remote work offers a pleasant experience by allowing workers to work in the convenience of their own residences, detached from the oversight of their superiors, the actuality of the situation presents a contrasting picture. Numerous employees assert that the implementation of this novel work arrangement has brought up supplementary challenges that might potentially impede both employee engagement and productivity. HR managers should comprehend how to enhance employee prosperity when working remotely during an emergency, considering individual distress. Management is in charge of executing work practices and approaches that foster interpersonal connections among workers and their respective organizations, encouraging them to sustain their commitment to the organisation over an extended period of time. The significant role of employee engagement has been recognized by many firms in recent years. As economies continuously recuperate, it is vital to invest in employee engagement in a more significant way particularly in light of the current paradigm shift known as the "new normal." According to a report by the Centre for Human Resource Strategy (2009), it has been suggested that workers who take a keen interest in their job tasks might potentially serve as a crucial factor in gaining a competitive edge. As noted by Lapoint and Liprie-Spence (2017) assert that the presence of engaged employees contributes to the overall value of an organisation, hence enhancing its operational effectiveness and efficiency. These factors are deemed crucial for the success of contemporary businesses in the 21st-century.

Furthermore, Sarkar (2011) has documented that the degree of employee engagement has an influence on all organisations, irrespective of the prevailing economic conditions. As stated by (Adhitama and Riyanto, 2020), employee engagement is an essential responsibility that boosts workers' productivity, performance, and year-round progress. Employee engagement is more than just a buzzword; it has a clear link to high-performing firms. Efficiency and

productivity are critical for success in such fierce market competition (Riyanto et al., 2019). The COVID-19 epidemic has led to a significant transformation in the manner that organisations have taken towards employee engagement. As stated by Abbas and Zhiqiang (2020), several nations experienced a significant proportion of their populations grappling not only with the virus itself, but also with the detrimental effects of worry, isolation, stress, heightened uncertainty, and diminished resources. Consequently, these factors contributed to a drop in individuals' overall job performance. The engagement level of the workforce is influenced by several factors, and identifying the most significant ones may offer valuable insights into the primary forces that contribute to organisational success and profitability. HR managers must examine their employee engagement drives with a new viewpoint to hold staff exceptionally drew perspective during this time of chaos and contagion.

Review of Literature

Employee Engagement

Employee Engagement as a subject was discussed, and explored by a different set of researchers over a long time. It has sparked a lot of attention in recent years as a commonly used phrase in businesses and consulting firms. An engaged workforce is widely recognised as a key ingredient in successful business operations and sustained market success. Engaged employees exhibit consistent productivity and enthusiasm towards their work and the organisation, therefore contributing to the achievement of the company's objectives. Employee engagement is an integrated approach aimed at cultivating organisational advancement and promoting transformative initiatives. An engaged employee demonstrates complete dedication and enthusiasm towards their job. An actively involved employee consistently demonstrates a comprehensive understanding of the organisational environment and actively engages in cooperative efforts with colleagues to enhance job effectiveness. Employees that possess a strong sense of enthusiasm for their work exhibit a remarkable level of dedication and commitment, beyond the expectations of their job requirements in order to excel in their professional endeavours. According to Kahn (1990, p. 694), personal involvement was initially conceptualised as the act of individuals effectively integrating their own selves with their professional responsibilities. This integration involves the active utilisation and expression of one's cognitive, physical, emotional, and mental faculties throughout the execution of their assigned duties. According to his assertion, in order to achieve complete immersion in their job role performance, an individual must satisfy three psychological involvement standards. These determinants are: "Meaningfulness" is the sensation that an employee is getting something in exchange for his or her contributions on the job, like duties, positions, and relationships. "Safety" refers to an employee's ability to show up and work without fear of losing their job, and is impacted by interpersonal interactions, gatherings, and intergroup elements. The term "availability" refers to having the physical, intellectual, and cognitive resources required on the work.

Hewitt Associates LLC (2004) stated employee engagement as the condition in which individuals demonstrate emotional and intellectual dedication to the organisation or group. This commitment is assessed by three main behaviours, namely, verbal expression of support for the organisation (Say), willingness to remain with the organisation (Stay), and active efforts to contribute to the organization's success (Strive). According to Gallup (2006:Internet), engaged employees may be defined as those who exhibit complete psychological commitment, get satisfaction from the everyday tasks they undertake, perceive their skills and abilities as being effectively utilised, and consistently seek out novel approaches to accomplish their goals. Employee engagement is an essential element of a thriving organisation. Saks (2006) found many factors that serve as antecedents to employee engagement, including job characteristics, perceived organisational support, perceived supervisor support, incentives and recognition, procedural fairness, and distributive equality. The results of engagement encompassed job satisfaction, organisational loyalty, intentions to quit, and OCB. Multiple studies have indicated that an increase in employee involvement is associated with a reduction in turnover rates. Employee engagement, as defined by Schaufeli and Bakker (2010), refers to a positive and fulfilling psychological state in relation to work, characterised by absorption, vigour, and dedication. Vigour pertains to the level of enthusiasm and energy exhibited by a person in the workplace. Dedication encompasses employee retention, participation, and love for their work. According to Gonzalez-Roma et al. (2006), individuals who demonstrate a heightened degree of focus and engagement in their job tasks often experience difficulty in disengaging from work and have a tendency to lose track of time. This phenomenon is commonly referred to as becoming engaged in one's work.

According to Zinger (2010), employee engagement may be defined as the deliberate and systematic process of including individuals in genuine and acknowledged associations with many aspects such as tactics, assignments, accomplishment, company, society acquaintances, customers, progress, vitality, and ultimately converting these work connections into tangible outcomes. The study conducted by Moletsane et al. (2019) shown that employee engagement may be influenced by several factors, including personal emotions, work settings, communication, and leadership. Organisations that acknowledge the influence of variables such as leadership style on engagement among workers can formulate plans and guidelines aimed at employee retention, reduction of absenteeism, and enhancement of employee happiness. Employees who are held in high regard and have the autonomy to make judgements on their work are more inclined to sustain their level of commitment and enthusiasm towards their employment.

According to Aswathappa (2005), employee engagement is a method of assisting and motivating coworkers to attain and grow their professional, administrative, and social information, skills, and abilities to accomplish company goals and objectives. Employee engagement may be described as the collective inclination of all employees to invest their efforts and focus into their work in order to get exceptional outcomes. Sufficient evidence exists to support the assertion that employee engagement is significantly correlated with company success, both at the individual and organisational levels. This correlation is linked to a variety of favourable results, such as the retention of talented employees, enhanced operational efficiency, long-term sustainability, and increased consumer loyalty and satisfaction. Engaged employees are more inclined to provide exceptional service, exhibit reduced error rates, and experience elevated levels of subjective well-being.

COVID-19

COVID-19 pandemic is a significant worldwide health crisis that has profoundly impacted nations around the globe., causing boundless fear and vulnerability. It has had a huge influence on employees, communities, economies, and enterprises. The plague was originally documented in late December 2019 inside the urban area of Wuhan, situated in the Hubei Province whenever groups of bronchopneumonia instances of unclear origin were linked to serologically associated openness to a fish market and unclaimed infections. Subsequently, there has been a significant escalation in the incidence of cases, occurring at an accelerated pace both within and beyond the confines of Wuhan eventually reaching all 34 Chinese regions by 30 January 2020. During a concurrent period, the World Health Organisation deemed the Covid-19 pestilence a worldwide health issue (Mahase, 2020). As per WHO rules, people ought to shield themselves as well as other people from COVID-19 contamination by cleaning up or utilizing a liquor-based rub oftentimes. The World Health Organisation (2020c) published information that the COVID-19 virus is mostly spread by droppings from the nose or spit flecks when an infected individual wheezes or coughs.

Due to the quick transmission of COVID-19 contamination, many nonpharmaceutical mediations, such as social distancing, have been embraced in several nations. Emergency shutdown protocols have been constrained humans were secluded, institutions, universities, non-essential enterprises, and non-managerial groups were momentarily closed, adventures were limited; air travel were curtailed; and large public parties and friendly exercises, have been precluded (Gourinchas, 2020). The COVID-19 situation provides businesses with a novel breed and grade of challenge (Kraus et al., 2020; Kabadayiet al., 2020). Almost every company's market and business environment altered suddenly during the COVID-19 outbreak (European Commission, 2020). The traditional stores has fallen dramatically, and businesses have grown more active online, utilizing hitherto untapped technology. As a component of the physical separating policies implemented in the majority of EU Member States, representatives are incumbent to telecommute. The majority of these individuals are "teleworkers" for the first time, and it is probable that their teleworking environment would exhibit certain deficiencies in comparison to their conventional place of work (International Labour Organization, 2020a, b). The extent to which an individual's residential environment may be modified is contingent upon their circumstances, including available resources and time. (Tam, 2020). For example, Google has announced that its employees would be given the opportunity to work remotely until around the Summer of 2021. In contrast, Twitter employees have been granted the ability to work remotely indefinitely.

The COVID-19 emergency might prompt psychological instability for some workers (International Labour Organization, 2020a, b). For the first time, many people are teleworking full-time, away from colleagues, friends, and family. Consequently, a growing number of employees are experiencing stress, sadness, and worry. The issue is that the COVID-19 emergency expands the likelihood of mental illness. As stated by Wong et al. (2019), workplace mental health, is a critical component in employee well-being, efficiency, and job engagement. The COVID-19 epidemic has an impact on employee relations since it prevents direct encounters and communication, which leads to increased stress or signs of medical conditions among workers. Establishing and sustaining relationships among employees is critical for information exchange so that businesses may respond quickly to the current specific business situation (Chen and Tjosvold, 2012). Employers are accountable for sustaining workplace relationships in the context of a COVID-19 epidemic. (Kaushik and Guleria, 2020). Employee-employer relationships must be positive to boost both employee and corporate performance and productivity, particularly during COVID-19. (Abrol and Madan, 2020).

COVID-19 and Employee Engagement

Employee engagement, as per Robinson (2006), may be accomplished by establishing a workplace environment that enhances good sentiments like participation and pride, bringing about higher hierarchical execution, less worker turnover, and good health. Employee engagement, according to Osborne and Hammoud (2017), contributes to successful correspondence in firms, which benefits in terms of incentives, honour, employee empowerment, and developing a link between leaders and workers. It additionally makes use of the administration's capacity to implement employee engagement methods in businesses.

Employee engagement helps leaders as well, since it improves company processes, pushing them to develop leadership methods to boost employee engagement and work performance.

Bijaya Kumar Sundaray (2011) examined the many variables that influence employee engagement and what companies could do to enhance employee engagement. Focusing on engagement methods would improve the business's performance with regard to upgraded efficiency, revenues, quality, customer happiness, staff retention, and flexibility. According to Anwar (as stated in Bhatia, 2011), a clear-cut job role at the moment of hiring is critical for employee engagement. Managers cannot discern between performers and non-performers and reward them accordingly if there is no designated objective and successes are not tracked regularly.

Tiwari and Lenka (2019) uncovered that employee engagement is improved by practical, financial, and psychological benefits. Employee engagement was observed to be positively linked with internal corporate relationships, job satisfaction, information exchange, ceaseless learning, and intrapreneurship. This research found that spending on personnel and developing a complete human resource management (HRM) system in a firm leads to more engaged employees and improved performance.

Employees have many life contexts (social, job, family, etc.); Lawrence et al. (2017) looked at how employees might fit the demands of each context and make career decisions that value meaning and employability. Recognizing shared accountability between employees and employers will be beneficial in the subsequent COVID-19 scenario. It is the responsibility of both the employee and the employer to keep the relationship harmonious.

COVID-19 isn't done yet, and changing demands will necessitate a more complex strategy.

Every metric for employee engagement that existed prior to the outbreak of the COVID-19 pandemic has undergone a transformation during COVID-19 and will undergo another transformation after COVID-19. "Work from home" was an option before COVID-19, according to Versey (2015), but the government and other stakeholders made it mandatory during COVID-19. The option to work remotely from home was first granted to a limited number of individuals in accordance with the policies of the organisation. However, Kossek et al. (2006) saw a notable rise in the percentage of employees who were able to avail this opportunity, surpassing 50%. According to Brynjolfsson et al. (2020) and Zhang et al. (2020), the primary factor driving the transition in work location was the need for increased comfort. However, McCarthy et al. (2020) highlight the difficulties associated with ergonomics in the context of COVID-19, namely in relation to makeshift workspaces. According to Versey (2015), individuals who work remotely have traditionally fulfilled both their professional and personal responsibilities. On the contrary, Krammer et al. (2020) have shown that amidst periods of enforced confinement, employees are assuming many tasks, including those of a worker, instructor, housekeeper, and others.

Orhan et al. (2016) looked at the impact of remote work on workplace isolation and found that employees who are physically distanced from their colleagues have a perceived deficiency in the resources required for job performance, a loss of the shared social environment, and a sense of social isolation. In accordance with Belle et al. (2015), the lack of interpersonal connections in remote work settings may diminish workers' sense of organisational affiliation, leading to a reluctance to actively participate in company-related activities. These adverse consequences of working virtually have been exacerbated by COVID-19-related social constraints and shutdowns in 2020, and there is evidence suggesting a decline in employee engagement during the pandemic.

According to Harter (2020), Gallup's findings indicate that employee engagement (EE) rates in 2020 exhibited unprecedented levels of fluctuation. The study revealed that the degree of EE among workers in the United States reached a new peak, specifically, in July 2020, 40% of the participants reported being very involved, which is a significant rise from the 33% reported in July 2019. These results suggest that impact of work from home on employee engagement (EE) is not solely negative, contrary to earlier assumptions. The COVID-19 pandemic accordingly adds to a novel chance to investigate EE in the computerized, distant work environment since it has authorized remote work for a major piece of the populace.

According to a study conducted by Emmett et al. McKinsey in June 2020, it was found that workers typically express satisfaction with the measures and initiatives taken by their respective organisations. A study conducted in March 2020 investigated the effects on workers in relation to their respective job responsibilities, with a sample size of 887 participants. Employees who work online are more drawn in and have a more grounded sensation of success than those with little adaptability. Individuals who have the option to telecommute while fulfilling their roles as guardians tend to experience greater success in managing their personal and professional commitments compared to those who are more socially isolated due to limited access to a social environment. There is a notable disparity in the levels of pessimism expressed by working mothers and fathers who engage in online employment.

Channa N and Sangeeta (2020) have demonstrated the implementation of employee engagement practises by organisations amongst the COVID-19 epidemic, as the significance of employee engagement has been increasingly prominent during this era. Some of the employee engagement exercises embraced by organizations were online group meetings, week-by-week arrangements for online meetings, digital learning and improvement, online classes with industry specialists, online group building exercises and online family commitment rehearses. The writers also said that using technology to build employee engagement is critical for organizational progress.

Kumar P. (2021) proposes the V5 paradigm of employee engagement in the context of the COVID-19 epidemic, which recommends that HR managers must concentrate on five important factors of employee engagement: "value, variety, vision, voice, and virtue." The author claims that employing these factors to redefine and reimplement the employee engagement model will revitalize the company. This article's notion is relevant to all organizations, including educational institutions.

In their scholarly article, Baran and Barbara (2020) examine the impact of two distinct management methods, namely people-oriented and non-people-oriented management, on employee engagement. According to their perspective, the implementation of people-oriented management is crucial in fostering employee engagement, while non-people-oriented management approaches view employees only as a means to generate profit, necessitating constant surveillance.

Amidst the ongoing COVID-19 pandemic, Risley (2020) emphasises the pivotal role of performance management and employee engagement in optimising organisational performance, with the aim of identifying and implementing superior approaches. The author has talked about how studying and gaining intellect may help you establish a growth mindset. The study also identifies five major areas where dual motivation is important: position, assurance, liberty, mutuality, and integrity.

Based on the study conducted by Adhitama and Riyanto (2020) in the financial sector, it is important for workers to effectively utilise their diverse talents, information, and skills in order to make valuable contributions and fulfil the needs and expectations of both the workforce and the organisation. Employees should also be adaptive in the context of remote work and effective during working hours, according to the research.

According to the study conducted by Meenakshi and Neha (2020), it is said that establishing efficient communication and maintaining regular touch with employees are essential factors in maintaining a favourable connection. It is moreover emphasised that within the context of the COVID-19 pandemic, the significance of employee engagement and retention is equivalent to that of equipping personnel with technical expertise. The COVID-19 epidemic has exerted a significant impact not only on the operational challenges faced by businesses but also on human relationships. In this case, having a happy professional life improves personal connections while also maintaining cooperation and tranquility in the workplace.

Menon (Apr 2020) investigated joblessness and salary reductions as a result of COVID-19. Start-ups may obtain top talent at a lower cost and guarantee that the employment market resource is readily available. Employees agreed to labor for lower pay due to the altered demand-supply environment.

In a study conducted by Mishra (2020), the author explored the management of workers working remotely from their homes and analysed the many issues that arise in this novel work environment. The main factors that were emphasised include extended periods of labour, excessive supervision from supervisors, personal circumstances that affect the work schedule, and the evaluation of performance. The mode of employee engagement activities has transitioned from in-person interactions to a virtual one. In April 2020, Chakraborty conducted a study that analysed HR strategies implemented during times of crisis. The study focused on a three-step approach to employee engagement, referred to as the "3R" method, which includes the actions of resetting, relearning, and rejuvenating.

Prudent Brokers (June 2020) interviewed top executives and stakeholders from 339 organizations throughout the sector (IT-24 percent). Managers have felt the effect of COVID-19. 50% of employers believe there is no influence on productivity; 22% accepted that it has decreased, and the remaining respondents are uncertain about the effects of the pandemic on productivity. One focal area of improvement is moving the firm to the remote; 9 percent of respondents agree, and 55% are willing to explore it. While 80% of companies can keep their present salaries, and 10% have cut their salaries. Only 1% of firms have confirmed cutbacks, while another 6% may be considering layoffs in the next six months. The degree of involvement experienced a decrease from 38% to 31% over a period of three months. The primary cause of this substantial decrease can be attributed to employees who hold management positions. There is a significant decrease in involvement levels observed among workers who are physically present at the workplace and employed in blue-collar occupations. The magnitude of the decline was greater for males compared to females.

Based on Mercer (2020) Ninety-eight percent of CEOs plan or company re-design; 85 percent believe that technology will be a major corporate scrambler. 80% of directors additionally anticipate industry solidification. Specialists at Mercer accept that relying upon the COVID-19 emergency's span, more organizational variables such as location strategy and portfolio enhancement would be added to the agenda of top-level executives.

Covid-19 developed a situation that touched everyone in society, including people of different ages, genders, and educational backgrounds. Many were directly affected by the Covid virus, while others were indirectly affected. Besides, remote work has chiefly been perceived as an advantage that companies offer their representatives that empowers adaptability for employees. Research has found a link between flexible remote employment and EE, emphasizing the significance of choice (Anderson & Kalliher, 2009). However, telecommuting amidst COVID-19 provides little alternative because it is required to reduce infection rates. Waizenegger et al. (2020) accordingly claim that working from afar during the epidemics requires an invigorated perception of what is as of late had some critical familiarity with remote work since the states of COVID-19 got the advancement to remote work rolling rapidly and for a tremendous extension.

Employee Engagement strategies (tactics) and challenges amidst covid-19 Pandemic

Engagement tactics refer to a series of activities undertaken with the aim of eliciting employee involvement. Similar to other organisational strategies, engagement strategies derive their authority from a range of organisational policies. These strategies employ conventional methods of organisation and utilise specialised tools in order to get benefit from engagement practises. The engagement techniques encompass a series of actions that are implemented consistently across all human resources procedures, becoming an integral element of the Recruiting to Retire process. The engagement practises have been specified by the Tasmanian government's Department of Health in a five-step process: "Be specific about the job, the reason for engagement, the audiences, the engagement strategies, and the engagement plan." Jones and Kober (2019) examined various strategies aimed at enhancing employee engagement and promoting organisational success in difficult situations. These tactics are: 1) Remain Steady on your fundamental principles — it supports employee engagement in troublesome times. 2) Unwaveringly encourage your staff- in order to ensure their sustained motivation and resilience throughout challenging periods. 3) Procure input from workers—invite staff to openly exchange information, including grievances and suggestions for enhancements, in a constructive way. 4) Convey openly with personnel — It is important for leaders to engage in open and honest communication with their workforce, since this fosters increased efficiency and effectiveness among employees. 5) Pay attention on your employee's jobs— so workers ensuring their dedication and commitment to the organisation.

Angshuman Dev Talukdar (2020) blog recommended five strategies that might be employed to effectively foster employee engagement amidst coronavirus epidemic. These are: fabricate a far more solid communication system with your distant groups, recall to compliment them at the moment, unwind and ensure versatility, generate a digital network with all of your delegates and hold virtual team-building exercises.

Quantum Workplace (2020) blog presented six recommended practises for cultivating high levels of employee engagement within organisational cultures and have the ability to inspire leaders who are dedicated and in harmony with their goals. Emphasising consistent contact with staff, Developing a resilient feedback culture, The act of sharing employee feedback and subsequently doing follow-up actions. Incorporating exit surveys as a supplementary method to exit interviews, Promoting and fostering employee engagement across all levels of your workforce. Many businesses provide their workers access to ted lectures, workshops with industry professionals, ebooks, e-learning platforms, and internally generated educational materials. During pandemic influenza, many companies endeavor to energize their staff and ease their nerves to keep them blissful (Chanana & Sangeeta, 2021). "CEAT" employed gym trainers to keep employees as well as their loved ones engaged during downtime via webinars and live conversations. During the shutdown, Dutta (2020) demonstrates how digital learning initiatives may help employees enhance their abilities. Businesses might prepare computerized staff prepared for the future by creating growth opportunities, giving various instruments for persistent expert advancement, and keeping representatives

spurred during this troublesome moment. Connecting with telecommuters encourages an open air where employees might learn new things. Employee engagement drives increment interest and assists to draw out the imaginative and innovative side of employees. Subsequently, firms should execute compelling employee engagement initiatives amid difficult times. Most businesses are using webcasts and online meetings as a means of providing supplementary training to their employees. Additionally, virtual consultations have been used to support employees in maintaining their well-being and safety within their homes. Anand (2020) uncovered that the shutdown has resulted tremendous interruption on the planet as millions of individuals are holing up in their residences. This article offered four suggestions for improving staff engagement within the period of confinement. Establish effective communication channels, such as chat apps, teleconferencing, and email. Employees need to be praised, valued, and recognized during this difficult period.

It is important to maintain accessibility in order to accommodate workers' desire for leisure time to engage in activities such as meal preparation, interacting with their children, and doing household responsibilities. It is advisable for organisations to adopt the habit of holding remote meetings with their workforce. Goyal, Trivedi, Nandwani, et al.(2020) offered and described several approaches to boost employee engagement during the lockdown. These include biweekly orientation sessions, team meetings, lunch with the full team via video conference, a brief online gaming the session, and digital trials and contests, five min of informal talk, shared content, for instance, ted speeches, literature, online courses, distance learning programmes, conciliatory sentiment and gratitude meeting, communication exercises, ditch an undertaking, guide of the arrangement, and emphasize outcomes over timeframes.

Bhardwaj (2020) highlighted the focus of Cars24 on enhancing employee engagement and fostering a sense of belonging inside the organisation.. Cars24 has an assortment of exercises, including tasks such as uploading a photo with your animal, capturing a snapshot with your loved ones, fun gifts and "Know Your Leaders" where the delegates were tried about their general data on the trailblazers, online seminars for mental health and reflections, an unique ability display, a virtual open-air fire challenge, cultivating solidarity, video calls, and different internet based bunch difficulties to lift worker feeling of confidence and engagement. Fallon (2020) explains team engagement during covid endemic. The author examines strategies for maintaining staff motivation, which include fostering open discussion to keep employees informed, delivering impactful speeches, and utilising video recordings to involve all team members.

Pioneers exemplify effective remote work practises by demonstrating a well-structured arrangement, avoiding excessive complaints, maintaining satisfactory social contacts in the remote workplace, and seeking employee input about their emotional well-being. ITC Hotels has implemented a diverse selection of e-learning courses targeting different work roles and hierarchical levels, utilising prominent E-learning platforms. This initiative is designed to facilitate self-paced learning, which can be accessed conveniently through software streaming at any given moment. Hindustan Coca-Cola Beverages has implemented a digital employee engagement programme with the objective of incorporating the online participation of employees' coworkers and relatives in their physical and emotional welfare. McDonald's India has implemented a comprehensive educational programme, incorporating classroom training sessions, e-learning modules, assessments, expert-led seminars conducted by management, and many other unique learning sessions. These resources are readily accessible to individuals on their mobile devices, enabling them to engage in learning activities while practising social isolation at home. Amway is sticking to its original promises for raises, promotions, and acknowledgment. The company has designed online engagement initiatives such as external webcasts to facilitate the acquisition of new competencies, as well as medical-claim coverage for employees which includes the reimbursement of COVID-19 treatment costs.

Five elements that affect and promote employee engagement are (1) "Conciliation," or the ability to strike a work-life balance in an increasingly flexible and remote workplace; (2) "Cultivation," or the provision of opportunities for professional growth; (3) "Confidence," or the instilling of trust in one's coworkers and superiors through the provision of safety and security measures and authoritative leadership; (4) "Compensation," entails recognising the efforts of workers and absorbing any additional costs associated with challenging circumstances. Lastly, "Communication" offers an essential and pivotal role in achieving workforce engagement and participation. The 5C model's framework for augmenting employee enhancement amidst the COVID-19 epidemic should be seen as a supplementary rather than an additive strategy to organisational health and well-being. Various firms are employing distinct and innovative strategies to engage their employees, in order to foster satisfaction and commitment among their staff. These kinds of engagement strategies increase spirits of employees, and employees feel more motivated and committed to the organization throughout the coronavirus outbreak. During this horrendous time of the scourge, it is basic to carry out employee engagement rehearses. In the present climate, using technology to build employee engagement measurements is critical for business growth.

Conclusion

The study investigates the employee engagement strategies and challenges amidst covid-19 lockdown and analyses many factors that influence it. Employees have faced everything from

compensation reductions to dismissal due the impact of COVID-19. Many individuals find working from home difficult. It's a hectic period for everyone, including personnel, executives, bosses, and proprietors, across many positions within an organisational structure. Despite facing challenging situations, normalcy should be continued, such as rewarding staff for their good job. In a catastrophic circumstance, change adoption must remain normal. It's a troublesome chance to keep up areas of strength with, wonderful connections, and obligation to accomplish targets. On the one side, COVID-19 pandemic exerts a deleterious effect on business firms and the economy, this has prompted businesses to explore new methods to conduct operations, such as through wireless links, and the arrival of digital media has been a beneficial move for most individuals since it keeps workers effective while also permitting them to preserve a work-life balance.

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