

Project Report
on
**“Impact of COVID-19 on Human
Resource Management Practices of
FMCG Industry in Bangladesh”**





UNITED INTERNATIONAL UNIVERSITY

Project Report

on

“Impact of COVID-19 on Human Resource Management Practices of FMCG Industry in Bangladesh”

Submitted to

Jakowan

Lecturer,

School of Business and Economics.

United International University

Submitted by

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ID: 111 161 240

Major in Human Resource Management.

Fourteenth semester

Submission Date: 25th January 2021

Letter of Transmittal

25th January 2021

To,

Jakowan

Lecturer,

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United International University

United City, Madani Avenue, Badda, Dhaka-1212.

Subject: Submission of project report on **“Impact of COVID-19 on Human Resource Management Practices of FMCG Industry of Bangladesh”**

Dear Sir,

I am very much glad to be able to complete my project report on **“Impact of COVID-19 on Human Resource Management Practices of FMCG Industry of Bangladesh”** with your close supervision and guidance. And now I would like to submit the report to you for the purpose of meeting the requirement of my BBA degree.

I request you to take your time to read this report and I will be highly encouraged if you receive this project report. I hope it will meet the level of your expectations.

Sincerely,

Tania Akter.



Signature

Certification of Similarity Index

Title of the Report: “Impact of COVID-19 on Human Resource Management Practices of FMCG Industry of Bangladesh”

Name of Student: Tania akter.

Supervisor: Mr. Jakowan

Department: BBA

I hereby confirm that the project report I am submitting is an original paper work by me and that there is no plagiarized work in it.



Signature

Tania akter

111 161 240

Declaration by the student

I am Tania Akter having ID no.111 161 240, Student of School of Business and Economics, Major in Human resources Management from United international University hereby declare that the project work submitted on “**Impact of COVID-19 on Human Resource Management Practices of FMCG Industry of Bangladesh**” is my original work. Except where due references or recognition is made specifically, I have not reproduced anything from any other student's work or from any other sites, nor has any segment been written by another individual.



Signature _____

Tania Akter

Program: BBA (Major in Human Resource Management)

School of Business & Economics

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Acknowledgement

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And finally to all the employees of different FMCG companies who expend their valuable time from their extreme busy life to do the survey and helped me by giving information for this report.

Table of Content

Executive summary.....	viii
Chapter 01: Introduction	1
1.1 Background of the Report.....	1
1.2 Scope of the Report	1
1.3 Objective of the Study.....	1
1.4 Methodology.....	2
1.4.1 Types of data:.....	2
1.4.2 Data Collection Process:	2
1.4.3 Sample size	2
1.4.4 Sampling technique.....	3
1.4.5 Area and time of research	3
1.5 Limitations.....	3
Chapter 02: Literature Review	4
Chapter 03: Organizational Background/Industry Perspective	6
3.1 Industry Scenario:	6
3.2 Organizations to be included in the research	7
3.3 Description of the Organizations	7
Chapter 04.....	17
4.1 Discussion on impact of Covid-19 on Human Resource Management practices in FMCG Industry .	17
Chapter 05: Analysis and Findings	19
5.1 Analysis	19
5.2 Findings	36
Chapter 06: Recommendation and Conclusion	37
6.1 Recommendations	37
Conclusion	39
References.....	40

Executive summary

This project report provides a detailed discussion about the impacts of Covid-19 virus on the Human Resources Management practices of FMCG industry. FMCG industry is one of the fastest growing segments of the market. People's day to day life is highly dependent and related to them. The purpose of the report is crystal clear, it aims to have an insight about what is going on in the business organizations, how they are dealing with the Human Resource practices in their organization during this tough time. It will shed light to internal state of HRM practices about the FMCG industry. Data needed for the project report were collected from both the primary and secondary sources. The chapter three of the report contains the current industry scenario of the FMCG industry and the overview of few of the organizations from where important information regarding the report was collected. Chapter four discusses about the impact of the virus on the activities and maintenance of the Human Resource works in the whole FMCG industry. Chapter five is the concluding chapter where the actual scenario of the Human Resource practices in the FMCG industry has been found out and the result was quite depressing. None of the organizations are being able to continue their HR works as planned. This pandemic is affecting their work very badly. But the organizations can thrive still in this situation if only they are determined to not give up and find out alternative solutions, ways to overcome it.

Chapter 01: Introduction

1.1 Background of the Report

Organizations these days have to stay alert and adaptive to unanticipated events, such as external crisis, which creates increased uncertainty among their workforce and pose immediate threats to the organization's overall performance and viability. However, with the recent COVID-19 pandemic, organizations suddenly have to navigate the unprecedented and thereby find new solutions and ways to challenges arising across many areas of their operations. Therefore, This project report is a requirement for the Bachelor of Business Administration program of United International University. And as part of this program, a report has to be prepared and submitted to the respected faculty and supervisor of United International University.

1.2 Scope of the Report

This project focuses on the impacts of covid-19 pandemic on Human Resource Management practices of FMCG industry. Through this report we will have an insight about the changes that has been occurred due to Covid-19 and the challenges that have been faced by every individual organizations of the FMCG industry. And also how they are dealing with the new changes.

1.3 Objective of the Study

Primary objective: Primary objective of this project is to analyze the impact of COVID-19 on Human Resource management of FMCG industry.

Secondary objective:

- To analyze the current overall HR practices of FMCG organizations.
- To find out the changes and newly adopted HR practices during this Coronavirus pandemic.

- To know the internal system of the management and the administration.
- To recommend necessary steps for overcoming the problems.

1.4 Methodology

1.4.1 Types of data:

Primary Data: Primary data has been collected through the survey questionnaire. And I get to talk in detail about the report topic with few of the employees and thus get to know about how they are dealing with this pandemic.

Secondary Data: Secondary data sources are listed below-

- Official websites of Organizations.
- Internet
- Different study reports.
- Different articles related to this topic available on internet.
- Relevant Books.

1.4.2 Data Collection Process:

For this research both the qualitative and quantitative approach was used as it's goal was to study the impact of Covid-19 crisis on the FMCG organizations and in particular on Human Resource Management. The survey questionnaire result is considered to be appropriate as it provides the room to explore the thoughts and reflections of experts. For the short expert interview after selecting the project topic I prepared the preparation and planning which followed by conducting an audio interview. Then transcript of the recorded interviews were made. Hence the data were analyzed, interpreted and finally conclusion and recommendations based result were made.

1.4.3 Sample size: 70 respondents.

1.4.4 Sampling technique: Since I will be doing a quantitative research for this project work so I have chosen the probability sampling technique where every respondent's, every population's opinion has chance of being taken that means we need to use a probability sampling technique if we want to generate results that are reflective of the entire population.

1.4.5 Area and time of research: The area of the project was Human Resource management and it took almost Four months to complete the research and made the project report out of it.

1.5 Limitations

Though the study has quite reached its purpose, there were some unavoidable problems or situations. The major limitations that affected most are listed in the following-

- Since COVID-19 is a new issue happened in 2020 there were insufficient source of secondary data. And also for the same reason the sources may contain some wrong, obsolete or incomplete information.
- Had to face difficulties while collecting information because not all employees were helpful enough in providing information.
- Due to corona virus condition it could not be possible to discuss and to take short interview of the HR personnel by going physically in the organizations.
- 100 is a huge sample size and so I had to face a lot of difficulties to do the survey and due to many of their business it took a long time to do the surveys.
- As the answers were given within a short time and during their business, therefore there may have lacking of accuracy.
- Some given statement may not match with exact company rules and process because the confidentiality

Chapter 02: Literature Review

Organizations are made up of people and it's the same people who are the most valuable strategic asset in the organization. No organization, without people, can accomplish its goals. In order to meet high-performance levels, there must be proper use of human capital in organizations. Successful human resources planning involves the long-term capacity building to face the workers' challenges. Thus managing human resources has the ability to help companies thrive, develop, compete and make a profit. All goals of the organization are accomplished by effective human resources planning.

A major threat to economies, business organizations and individuals is an unexpected occurrence. Throughout the last two centuries, we have seen so many major crises, including the Asian financial crisis, terror acts like as nine-eleven and the global economic crisis, that have impacted the world economy. Recently the COVID-19 crisis impacted businesses around the globe as governments in various countries shut down borders and sealed down entire economic sectors.

Although there is now a lot of debate about the effect of Covid-19 on and consequences for employment environment and human resource management (HRM), almost all of the discussion and comment on these subjects continues to be generic in nature, providing observations and/or recommendations that aim to describe what a 'new standard' would be. For instance, remote work will become the standard or work techniques will become more versatile. Although this can indeed be what happens, since Covid-19 is a global pandemic, in particular contexts we need to consider its impact on working practices, well-being and HRM. Many changes are likely to be widespread in national contexts, but given institutional variations, we can also expect localized complexities to occur.

COVID-19 poses a challenge to both the public health crisis and the global economy. Companies and industries have been locked down around the world and ordered to restrict the transmission of the virus. And that lockdown created a wide range of unique and inevitable challenges for both staff and employers around the globe. The drastic changes triggered by the COVID-19

Corona virus have tremendous consequences for businesses worldwide. It has had a significant effect on human resource management as they meet to help their employees adjust and deal with drastic changes in the working and external factors. Employees who have worked for much or even all of their time within the physical limits of their company must now adapt to remote work situations quickly. Owing to the orders of shelter and the shutdown of non-essential industries, even those who may be well suited to distant working conditions are now confronted with their own specific difficulties due to the inability to pursue alternative office spaces beyond the home itself. The differentiation between the labor and private spaces was possibly more reduced, leading to greater difficulties. In addition, most corporate companies also had to determine whether or not to lay off or hold workers, whether or not to minimize employee benefits, and decide how these items can be done in a limited period of time.

Companies also needed to develop strategies to support employees' success, dedication, innovation and well-being when working remotely, and to encourage workers in managing their job obligations and other obstructing personal matters. HRM would have to deal with any part of a business triggered by the pandemic lockdown, however. This major task of COVID-19 introduces management staff with a clear period for organizing research work to help companies solve one of the biggest problems of modern history and to turn them into actionable insights. Also it provides the authority to look at direction and inspiration in disciplines so that organizations that are currently facing specific HRM challenges can be handled in an absolute manner. The results of the expert interview suggest that organizations should establish crisis management strategies along with HR administrators, develop new strategies for remote as well as flexible working processes as a response to existing and anticipated incidents.

Chapter 03: Organizational Background/Industry Perspective

3.1 Industry Scenario:

One of the biggest industry helping national purchaser essential commodities is Bangladesh's Fast Moving Consumer Goods (FMCG) industry. The people of nation's middle-class united with growing per capital earnings has been a robust grower for the development of the industry. As a stated in a research by Boston Consulting groups, the mid-income and affluent class (MAC) people of Bangladesh is projected to extent an entire of thirty four million in the following five years.

The demand for food and other essential commodities price hike has been swelled prevailing lockdown. The consumers are rushing to purchase all kinds of completed products which are essential for their day-to-day purpose. Say, the fast-moving consumer goods (FMCG) industry is confronting a threat disparate ever earlier. Several firms have now adjusted to the condition though others are taking it harsh. Nonetheless comparatively extravagance goods and extra merchandises, FMCG industry has prevailed significant reliable, with foodstuff and cold drink, individual nurture and domestic nurture attaching the industry in its development path. In the same way, with larger finance from the govt. on roads and highways substructure, the industry has accomplished to quickly develop its latest mile logistics and have established complicated allocation web through the nation helping Small and Medium Enterprise level mom-and-pop shops. Internationally, the market size of this industry is projected to reach \$1.54 trillion within 2025. Therefore, the First Moving Consumer Good segment of Bangladesh developed 9% to \$3.4 billion as of 2017. With the arrival of e-commerce and a fast developing up-to-date business corporation, the industry has some novel means of development expend. At present, the top companies in the First Moving Consumer Goods industry are Unilever, PRAN, Square alongside the foremost tobacco sector is BATB.

3.2 Organizations to be included in the research

I have selected only those organizations for this project from where I could collect the related information regarding the project through the survey questionnaire. The organizations that I have selected from the FMCG industry are -

1. Unilever Bangladesh
2. City Group
3. Akij Group
4. Marico Bangladesh
5. British America Tobacco Bangladesh

3.3 Description of the Organizations

Unilever Bangladesh

Unilever is one of the world's leading consumer goods companies, making and selling around 400 brands in more than 190 countries.

Unilever is a British-Dutch based multi-national consumer goods foodstuffs company that Headquarter situated in London and Rotterdam and it was established in September 2, 1929 by merging from Dutch Margarine maker Margarine Unie and British soap producer Lever Brothers. In 2nd half of the twentieth century, the company progressively

Unilever is a British-Dutch multinational consumer goods company, headquartered in London and Rotterdam. Unilever was founded on 2 September 1929, by the merger of the Dutch margarine maker Margarine Unie and the British soap producer Lever Brothers. During the second half of the 20th century, the company progressively diverse that products are made from oil and fat and its operation has been expanded globally. Unilever possesses 400

brands and in 2017, its income was €53.7 billion and 13 brands that sold over €1 billion. Unilever is formed into 4 key sections like Foodstuff, snacks (soft drinks and ice cream), Home-based Care, and Beauty and Individual Care Research and development service care available in different countries say, in China, subcontinent (India), the Netherlands, England and USA.

Unilever is one of the eldest multinational companies in the globe and at about 190 countries, its products are handy. Besides this, it is the biggest soap producing company in the globe alongside it produces foodstuffs, chocolate, energetic drinks, baby foodstuffs, soda water, ice-cream, tea, coffee, washing agents, child-bearing test kit, fruit juice. Products include food, chocolate, energy drinks, baby food, soft drinks, ice cream, tea, cleaning agents, coffee, domestic animal food, bottled water, chewing gum, freezing pizza, loveliness products, individual care, breakfast cornflakes and consumer healthcare products.

The history of Unilever Bangladesh Limited is one of the earth's greatest fruitful FMCG business firms with native business services, describing to local trade groups for invention and trade effects. A subsidiary of Unilever, Lever Brothers Bangladesh Ltd., is leading the household care, private care and foodstuffs product marketplace of Bangladesh. The eastern plant of Lever Brothers Pakistan Ltd., a private limited company, Unilever owned 55% share and remained share owned Pakistan Govt., was launched at Kalurghat, Chattagram on February 25, 1964 with producing soap that the volume of approximately 485 metric tons. The eastern plant was announced to discard after liberation war. As a joint venture company of Unilever PLC and the Bangladesh government, again being listed under the name of Lever Brothers Bangladesh Ltd. on July 5, 1973 with a share plan of 60.75% to Unilever and 39.25% to the Bangladesh government.

Vision: To make cleanliness a common place; to minimize women's work; to improve wellbeing and to lead to personal attractiveness, so that the individuals who use the goods will appreciate and enjoy life more.

Mission: The goal of Unilever is to bring value to the community. They serve nutrition needs every day; grooming and personal care with brands that help individuals feel really good, look better, and do more with life.

Goal: In Bangladesh, Unilever goals are:

- Manufacturing high quality of goods.
- To Promote the products to the premier degree
- Making huge volume to attain economies of scale.
- Enabling quality products to be sold out at obtainable prices.

Unilever Brands:

Unilever has a collection of about four hundred brands internationally. Nonetheless many of these are local that can only be originate in specifications, say, Fair & Lovely. In Bangladesh the amount of UBL's prevailing brands is eighteen that are classified in various segments. The brand fell almost exclusively into two groups-

- Home and personal care brands
- Food and beverages

The company comprises of four main different product categories in Bangladesh. . These are:

1. Fabric Wash
2. Household care
3. Personal care
4. Foods



City Group

City Group is one of Bangladesh's leading agglomerates and trustworthy consumer goods producers. With forty eight years of trade bequest, the group has developed significantly over the period in value formation and fabrication. Presently, there are forty sister concerns, and every specialty in various sorts of products and services. The group's firmness lies in dedication to meet our commitment of supply, intractable outlook for quality, and appreciated association with clients, employees and all societal groups.

The wonderful expedition of City Group commenced in 1972 with an idea of being 21st Century worldwide trade agglomerate. This idea flagged the mode to foundation's well-known brands of foodstuffs consumables and to deliver excellence in service.

Presently there are forty sister concerns, every specifying in various parts of product and service incorporating Fast Moving Consumer Goods, feed products, PET bottle, printed and packaged, ship- builders, mass media, hospital etc. and ongoing for survey of superior chances.

Vision:"To develop leading Bangladeshi agglomerate in earth ground functioning dutifully and sustainably to make a improved community"

Mission:"Mixing global standard expertise, invention and native free enterprise to deliver sterility, health and superiority to consumers"

City group brands and products

5 brands are available in City group. These are-

1. Teer: Teer is the utmost admired brand of city group with footmark in cooked oil, Atta, Maida, semolina, rice, lentil, sugar and pet food products. The brand is identical to health, sterility and superiority.
2. Bengal: Presenting superb Bangladeshi inheritance, Bengal tea is all the way usual from collecting to packing that confirm an enjoyable and genuine tea contact.
3. Natural: Natural offering sits premium class of palm olein, cholesterol free, enriched in vitamin E, antioxidants which makes it secure and nutritious amongst cooking oils.
4. Sun: Stimulating price nature proposal for longing needs of commoner is one of the greatest encouraging brands cooking widespread variety of products.
5. Jibon: Each drop of Jibon distill drinking water that appreciated as sign of life.



Akij group

In Bangladesh, the Akij Group is one of the leading corporations. More than 50 years ago, it started its enterprise as a small jute merchant and it consists of fourteen large companies with various actions and diverse products, and. Since started the business, it has been developing with wonderful pace in the manufacturing field of Bangladesh. The industries under this agglomerate included textiles, tobacco, food & beverage, cement, ceramics, printing and packaging, pharmaceuticals, consumer products etc. In 2009, Akij Group paid €390 million in tax, making it the major local tax-payer, funding 2% to this country's total budget and its turnover was Tk.89 billion in 2009. Akij offers services in healthcare, info and communication technology as well. In 2018, Akij sold their tobacco division to JTI for a sum of \$1.47 billion. It was the largest ever single FDI (foreign direct investment) in Bangladesh.

Akij group's history developed back to late decades of forties. In its beginning, the Group commenced in modest mode with jute trading that was recognized as the golden fiber of the nation, receiving largest sum of foreign exchange. Akij Group's incessant attempts with progressive administration and funding from their various customers have directed their group in expanding its trade actions. In the second stage, the Group went into trade hand-made cigarettes generally known as bidis. This sector provided an actual improvement to the income making of the Group and made a considerable support to govt. exchequer. With the passage of time, the Group initiated projects and now there are fifteen units of industries under its hand-made cigarettes, printing and packaging, textiles, hand board, pharmaceuticals, leather processing and real estate business are in operation, catering jobs for more than 32000 people in numerous categories. The Group has ideas for building up more projects that are already in channel and foreign stakeholders have exposed keen interest in connection with us for joint ventures. From its modest opening, it has been advanced into a vast company of unbeatable feature and outstanding facility.

Vision: To expand the trade in the overseas wholly and to become one of the market leaders globally, the company considers in this method as a share of their vision.

Mission: The mission of Akij Group is to be the market leader by through their greatest work, appropriate and competing market plan and the customers support. Currently they are in the

position of competitor and their vision emphasizes on those missions, goals and objectives which will make them capable to be the leader from the contender to the leader in the market.

Objective: To deliver the excellence products and services in such a design that the consumers demand is the objective of Akij Group.

Akij Group Brands and products

Akij Group is mostly divided in 5 industries. These are: Cement, Ceramics, Jute, Pharmaceuticals, and Textiles. Nonetheless most people know Akij Group for their Akij food and beverage (soft drinks) division. The mostly trendy product brands are shown as follows:

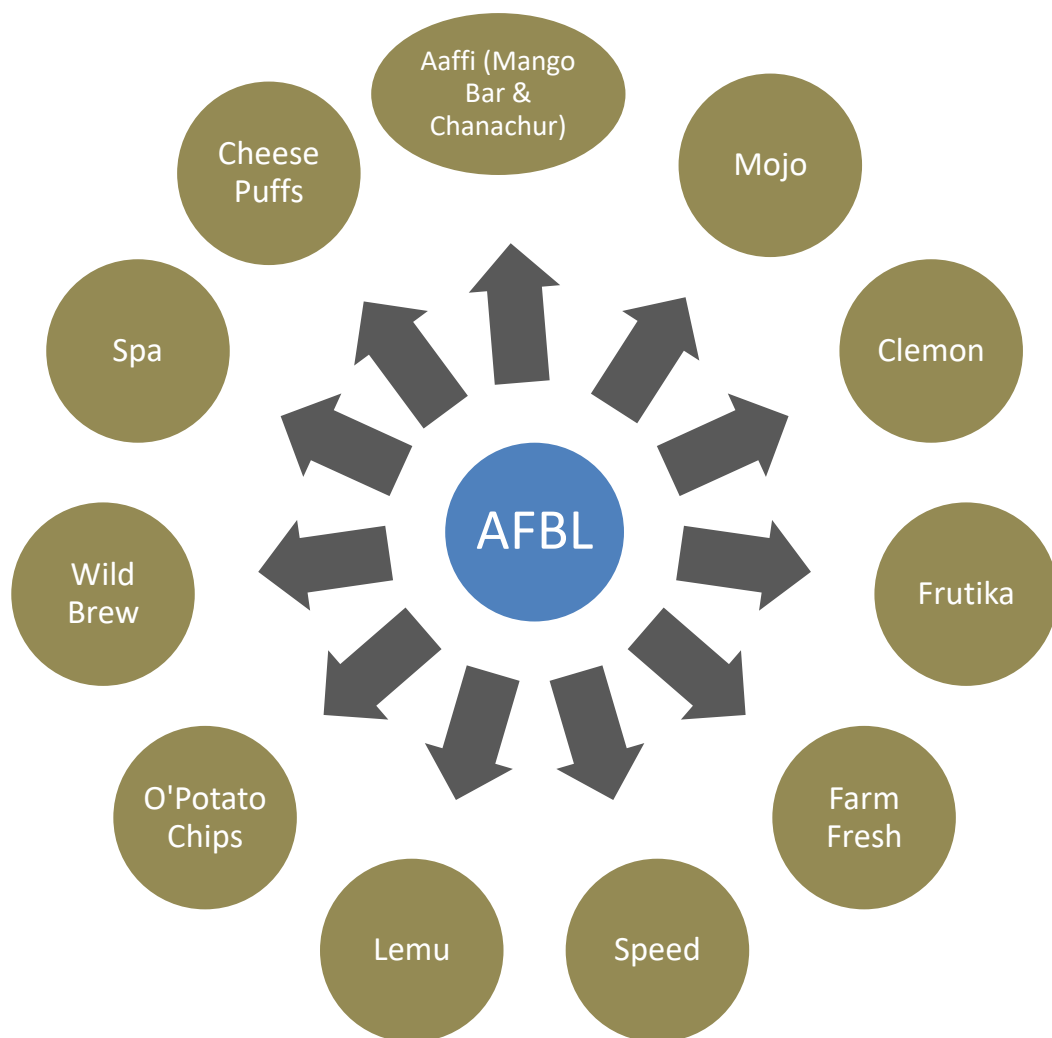


Figure: Products of Akij Group

Marico Bangladesh

In 1990, Marico Limited established and its headquarter is in Mumbai, Maharashtra, India and it is one of India's leading consumer goods companies and it provides consumer goods and services in the areas of health, beauty and well being. The presence of Marico in over twenty five nations through emergent marketplaces of Asia and Africa and one of them is Marico Bangladesh, a fully owned subsidiary to operate its business and its trade facility is situated at Shirirchala, in Dhaka Division.

Marico Bangladesh Limited is a Bangladesh-based FMCG(Fast Moving Consumer Goods) company operating in the beauty and fitness area and amongst the best three First Moving Consumer Goods Multinational companies, it is one of them and a reliable brand in beauty and well being area in Bangladesh. The company touches the lives of 1 out of every 2 Bangladeshis with an array of brands in numerous grades, included hair nutrition, cooking oil and gent grooming by a robust supply to reach more than 790,000 showrooms the country. The top brand, in October 2013 Parachute finished its journey of 12 fruitful years in Bangladesh, with an ever-rising base of devoted customers. Since 2009, the brand has been among best ten most reliable brands incessantly and in 2011, it was awarded the title of "Best Brand" by Bangladesh Brand Forum and Nielsen. The company has bolster its brand portfolio, most remarkably through the extension of its VAHO (Value Added Hair Oil) section over the years.

Vision: “To renovate in a viable custom, the lives of all those we touch, by fostering and authorizing them to expanding their exact possibilities.”

Mission: “Our viable progress story rests on an authorizing effort perception which inspires our members to take whole ownership and make a variance to our whole trade and societal ecology.”

Values: “Our values mentor our activities and how we perform in our daily trade. They have qualified us to construct a distinctive perception at Marico. Our values are the DNA of our business, immersed in each representatives rankings and topographies.”

Marico Bangladesh brands and products

Coconut Oil, Hair Care, Skin-care, Baby-care, Male Grooming & Styling, Healthy Foods are the key products of Marico Bangladesh.

A numerous types of products the company offers say, branded coconut oil, value added hair oil, hair-dye, hair-serum, cooking oil and foodstuffs, male grooming, shampoo and skin-care substances. The Company produces and markets products under the brands, like parachute, parachute advanced beliphool, nihar shanti amla, parachute advanced extra care, parachute advanced enriched hair oil, hair code, hair code active, hair code keshkala, parachute advanced body lotion, saffola active, saffola masala oats, livon, mediker plus and set wet.



British America Tobacco Bangladesh

British American Tobacco Bangladesh (BATB) is one of the biggest multinational companies and British American Tobacco (BAT) operates its business in Bangladesh that is registered on the stock index of the Dhaka Stock Exchange(DSE) and Chittagong Stock Exchange (CSE) to perform its trade more than one hundred years in this area. It is a prominent tobacco group, with brands traded in about one hundred and eighty marketplaces. They hire more than 55,000

persons and with over 200 brands in their portfolio, they make the cigarette selected by 1 in 8 of the earth's 1 billion mature smokers.

In 1910, BATB (British American Tobacco Bangladesh) inaugurated its activities in the sub-continent as Imperial Tobacco Company Ltd. Thereafter, in 1949 Pakistan Tobacco Company (PTC) emanated into presence with its head office in Karachi after the separation. On that time, the East Pakistan's office of Pakistan Tobacco Company's was located in Armanitola, Dhaka and eventually shifted to Motijheel, Dhaka. In 1972 Bangladesh Tobacco Company PVT. Ltd was founded with British American Tobacco owned maximum shares after liberation war. Bangladesh Tobacco Company transformed its name and status to (BTAB) British American Tobacco Bangladesh saying its simple uniqueness with other operational companies in the Group in March 1998. BATB is one of the eldest and biggest multinational companies working in Bangladesh. The BAT (British American Tobacco) Group holds 65.91% share in the Company. Bangladesh govt. owns 26.57% shares through some of its agencies, whereas other stockholders own 7.52% shares.

Vision: To become the earth's greatest in gratifying consumer thrusts in tobacco and over there is their key vision.

Mission: To foresee and content is the mission for ever developing consumer such as deliver gladness, diminish threat, augmentation choice and inspire the feeling of mature consumers universal.

Objective: The commitment is to structure "A Better Tomorrow" for each of the shareholders.

BATB Brands and Products

Since a very long years, the existence of BTAB (British American Tobacco Bangladesh) have been remained in Bangladesh for performing its trade predominantly with 4 of its main lead brands say, Benson & Hedges, John Player Gold Leaf, Pall Mall and Star. Dhaka tobacco's "Navy" provides strong rivalry to Star into the one tk section amongst the rivals.

Chapter 04

4.1 Discussion on impact of Covid-19 on Human Resource Management practices in FMCG Industry

The Fast Moving Consumer Goods sector (FMCG) in Bangladesh has been one of the country's largest consumer needs industry. The middle - income population in the country combined with growing per capita income has contributed significantly to the sector's development. The middle and privileged class populace of Bangladesh is projected to cross a total of 34 million over the next five years, as per a report by BCG.

The FMCG industry is currently substantially stable, with food and drink, household and personal care that anchor the industry in their growth trajectories contrasted with luxury goods and other necessities. The industry has also successfully extended its last segment of logistics and has developed extensive distribution networks across Bangladesh serving SME mom-and-pop stores, with further government spending in infrastructure for roads, highways. The industry is predicted to hit a global market reach of 1,54 trillion dollars by 2025. Correspondingly, as of 2017, Bangladesh's FMCG sector expanded 9 percent to \$3.4 billion. The industry seems to have some new means of development set out with the introduction of e-commerce and an increasingly growing leading retail industry. Unilever, Marico, Square are currently among the top players with BATB leading the tobacco sector in the FMCG industry. In view of the corona virus shutdown and the potential economic slowdown in market demand, the FMCG sector has been badly affected for the following key reasons:

1. The industry is not ready to confront excessive rise in demand as such, while there is a short-term high rise in demand for commodities and critical goods. Therefore, stock-outs are being reported by most local shops and supermarket chains.

2. Owing to fluctuations in the global supply chain, input materials procurement would be a problem for most suppliers, leading to commodity shortages and possible price rises.

3. The corona virus implications are even more common at the delivery end. Through Sales Representatives selling the end product to retail outlets, most FMCG businesses use third-party vendors. In order to minimize the transmission of the virus, businesses have still yet to reduce their supply power. Many businesses still work in the complete mode of distribution, probably putting lives at risk by transmission.

4. Soap, hand washing, hand sanitizer and personal care categories in particular are seen as an unnatural increase in demand, resulting in a temporary increase in prices. In order to take full advantage of the price increase, manufacturers are more alarmingly storing goods, which will affect the end customers.

To overcome these challenges, the government has to explicitly supervise the industry, as a spiraling out of control FMCG industry would have a harmful long-term effect. In the longer - term, if no measures are taken, the sector will remain unstable, but not dead, until the global supply chain gets back to normal.

Chapter 05: Analysis and Findings

5.1 Analysis

Data analysis is essential for any study because it offers an overview of different ideas, hypotheses, approaches and methods involved. Ultimately, it helps to draw conclusions and prove the theory. For instance, quantitative analysis can help to explain qualitative assumptions.

I have prepared a google form questionnaire which includes twenty three questions relevant to the project topic which helped me to find an insight about the current covid-19 effects on Human resource practices in Bangladesh FMCG industry. I have chosen 70 respondents and completed the survey work. Through that survey I could find the result about what is basically happening in the industry during this time due to Corona virus. I have exhibited and explained the obtained information in a graphical method below:

1. To manage business stability is a challenge to your organization now-

To manage business stability is a challenge to your organization now.
70 responses

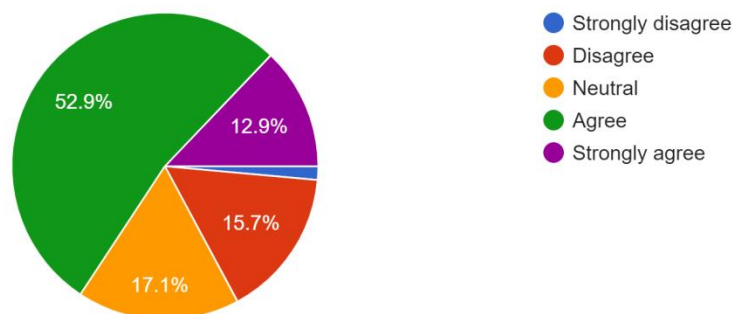


Figure: 01

Interpretation: We know that more or less every organization is facing the incoming business challenges during this covid-19 pandemic. From the survey result we found out that the most percentage 52.9% of the people agrees that they are difficulties while managing their business stability. The 17.1% are confused about what's what is going on in their business organization so they chose neutral in response of the question. Then 15.7% of the people disagreed with the statement, 12.9% strongly agreed and few people disagreed strongly with the statement.

2. During this pandemic handling day to day operation is a difficult task for organizations.

During this pandemic handling day to day operation is a difficult task.
70 responses

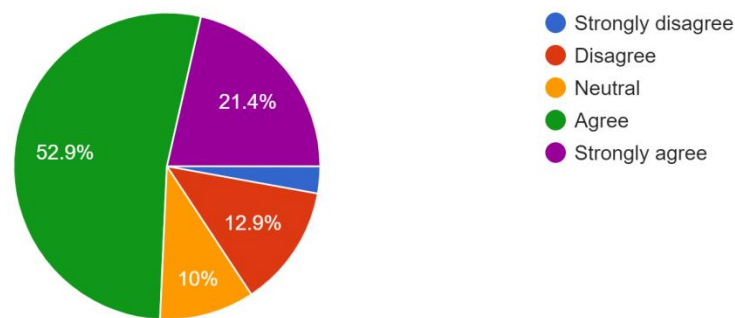


Figure: 02

Interpretation: We can see from the above demonstrated pie chart that 21.4% of the population agreed strongly with the statement, 52.9% agreed and which is the largest number and then only 12.9% of the population disagreed. 10% of the population remain silent and the number of people disagreed strongly are not mentionable.

3. Your organization is facing the challenges of increasing employees stress now-

Your organization is facing the challenges of increasing employees stress now

70 responses

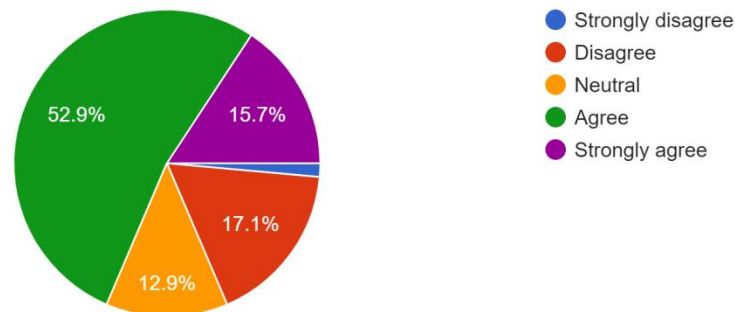


Figure: 03

Interpretation: Since many people are dying around the world, many are being affected so it's no doubt that people are more stressed more scared right now. Every day while they are going out of the house, they are having this thought that they might be affected with corona virus. So in this statement about stress 15.7% of the population strongly agreed that their employees are facing stress. 52.9% agreed, 12.9% people remain neutral. Among 17.1% of the people disagreed with the statement that they do not face the challenge of increasing stress.

4. Socializing of new employees is confronting as a challenge now-

Socializing of new employees is confronting as a challenge

70 responses

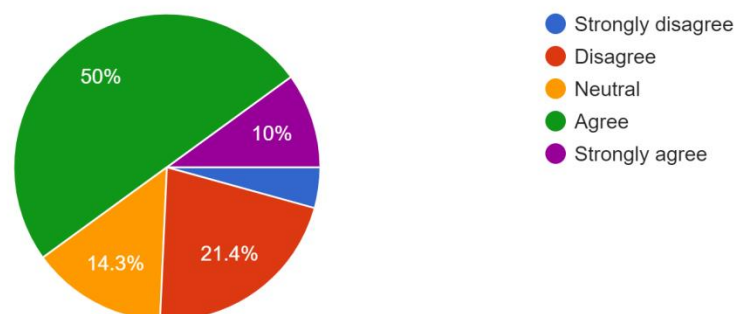


Figure: 04

Interpretation: As most of the organizations have started work from home policy socializing of new employees have become quiet tough. Though there are social medias where people are being socializing but not everyone is well adapted and comfortable with it. So 10% of the population strongly agreed, 50% of them agreed to the statement that they are confronting socializing of new employees as challenge. 21.4% of the population disagreed, they have a good understanding, doing it well with their employees in social media so they disagreed. But no one strongly disagreed and 14.3% of them remain silent.

5. You are comfortable with your work from home setup compared to being in the office

You are comfortable in your work from home setup compared to being in the office
69 responses

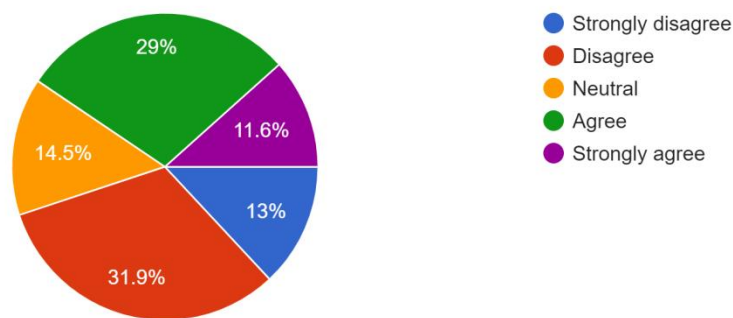


Figure: 05

Interpretation: This statement is about the work from home working experience of the employees. And that is, if the employees are comfortable in working from home. Here we can see quite equal competing reactions of the employees. Here most people are not liking to work from home. About 31.9% of the people disagreed with the statement, 11.6% strongly agreed. On the other hand 29% of the population agreed that they are comfortable with their work from home setup and I assume they are mostly women because while working from home women can have more time with their children and family members which they are very much fond of. 13% of the population strongly disagreed and 14.5% of them remain silent

6. You are productive in your current work from home set up

You are productive in your current work from home set up
70 responses

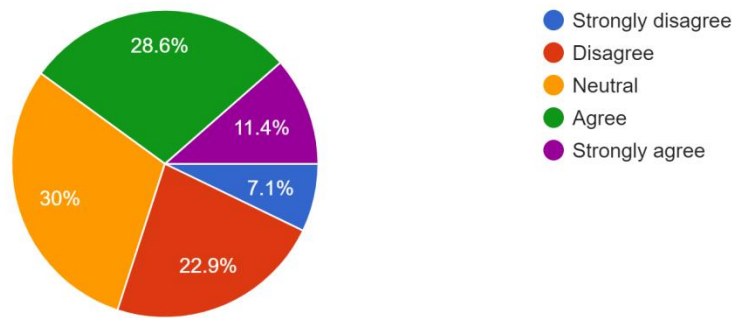


Figure: 06

Interpretation: Professional works should be done at the right place at the right time and this statement's result is the prove of it. Here 7.1% people strongly disagreed, 22.9% disagreed that they are not productive in their current work from home set up. Whereas the largest number 30% of them remain neutral in this question. May be it is because it is better being neutral than saying no. 28.6% of the population agreed with the statement and another 11.4% strongly agreed with the statement .

7. How often did you work remotely pre Covid?

How often did you work remotely pre COVID-19?

70 responses

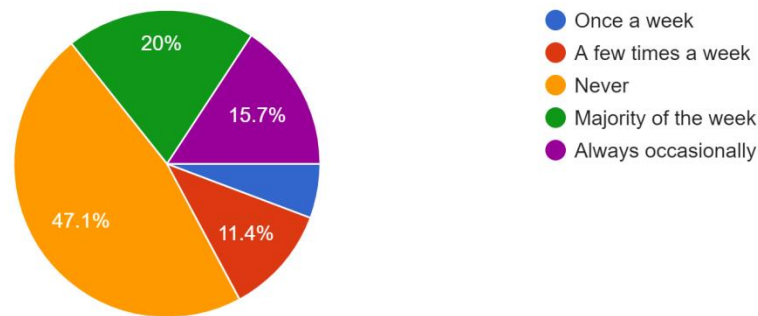


Figure: 07

Interpretation: Different kind of jobs requires different ways to do it. When asked how often they worked remotely pre covid-19 most of the population about 47.1% said never, 20% of the population said they worked majority of the week remotely. 15.7% of them said they used to work always occasionally, 11.4% said they worked a few times a week and one said they worked once a week remotely pre covid-19.

8. It is easy to communicate with your colleagues compared to being in the office

It is easy to communicate with your colleagues compared to being in the office

70 responses

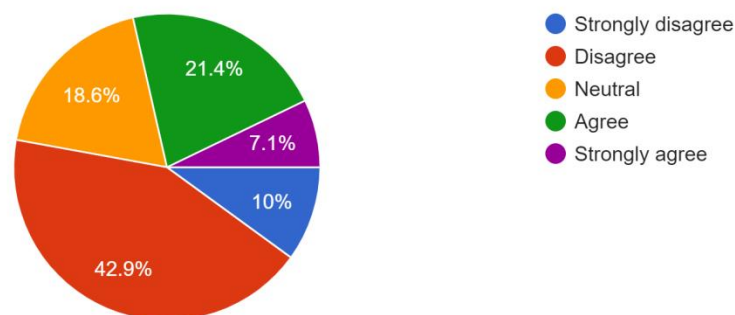


Figure: 08

Interpretation: In this era of digitalization communication with people colleagues should not be a problem but still there might be different kinds of impediment. We can see 42.9% of the employees disagreed and 10% strongly disagreed meaning they are not finding it easy to communicate with their fellow colleagues. 18.6% remain neutral, 21.4% population agreed and another 7.1% of them strongly agreed that it is easy to communicate with their colleagues compared to being in the office.

9. Compared to last week, are you feeling optimistic or pessimistic about working from home?

Compared to last week, are you feeling optimistic or pessimistic about working from home?
70 responses

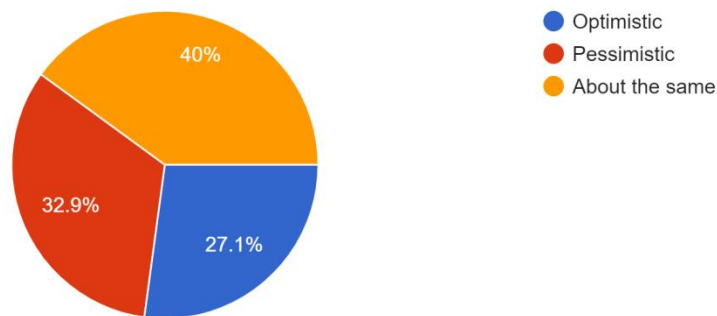


Figure: 09

Interpretation: This one is quite interesting. In response to the question about how they are feeling about the upcoming days compared to last week, 40% of the population said they are feeling about the same, 32.9% of them said They pessimistic and the rest of them 27.1% of them said they are optimistic about working from home. Considering the current situation people should be optimistic about working from home since the corona situation is getting worse day by day. So working from home can save them from this deadly virus.

10. Your organization has altered the incentive policy

Your organization has altered the incentive policy
70 responses

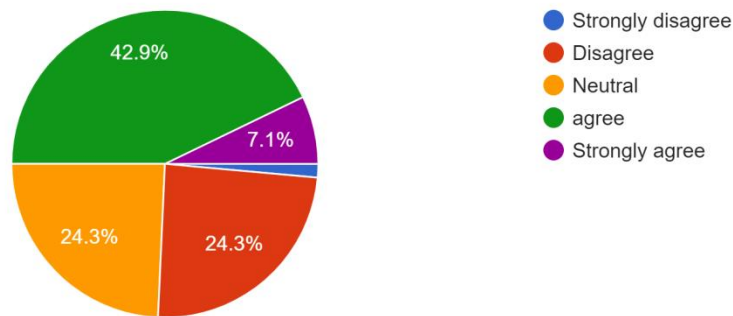


Figure: 10

Interpretation: Most of the organization's productivity has been hampered for the covid-19 situation as well as their profit. And so many organizations altered their different policies. Organizations have altered their incentive policy; with this statement 42.9% of the population strongly agreed, 24.3% remain neutral, 24.3% disagreed and 7.1% population strongly agreed.

11. Your organization has cut the bonuses of the employees.

Your organization has cut the bonuses of the employees
70 responses

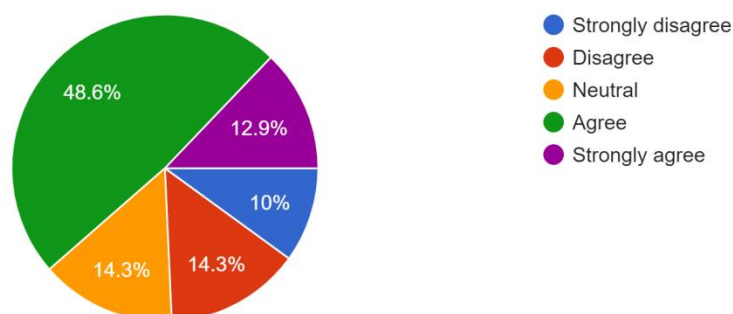


Figure: 11

Interpretation: This is quite known and certain that the organizations have cut off the bonuses of employees still let's see what the result says. The largest number 48.6% of the population agreed and 10% of the population strongly disagreed that their organizations have cut the bonuses of the employees. 14.3% of the employees remain neutral, 14.3% disagreed and 12.9% of the population strongly agreed about the statement.

12. The base pay promotion of the employees has stopped

The base pay promotion of the employees has stopped
70 responses

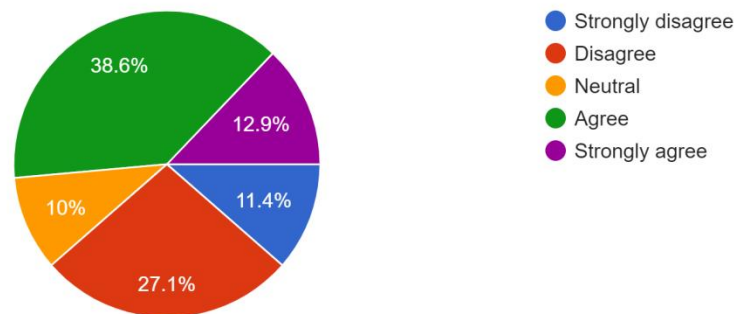


Figure: 12

Interpretation: With the statement, the base pay promotion of the employees has stopped 12.9% of the people strongly agreed and a huge number of the population 38.6% agreed to the statement. And another huge number 27.1% of them disagreed to the statement, 11.4% strongly disagreed because not all the organizations are doing that. Some organizations really do care and think of their employees as asset. Only 10% of the population remain neutral in this statement.

13. Recruiting has been tough during this pandemic

Recruiting has been tough during this pandemic
70 responses

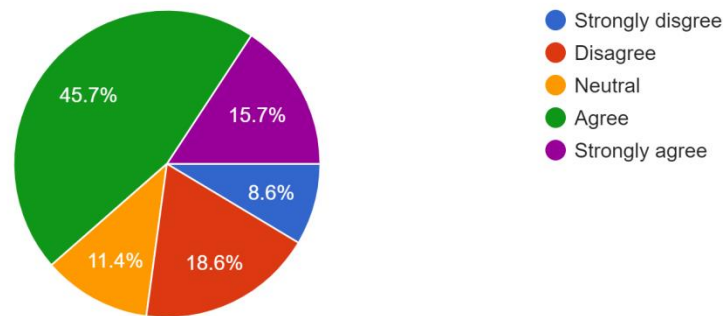


Figure: 13

Interpretation: Organizations will be needing human resource to run the business no matter how unfavourable the current situation is. But there certainly must have been some change and that we will get to know from this result. 15.7% of the people strongly agreed and another 45.7% of the people agreed that recruiting has become tough. On the contrary 8.6% of them strongly disagreed, 18.6% disagreed and 11.4% remain neutral about this topic.

14. Recruiting has been stopped temporarily.

Recruiting has been stopped temporarily
70 responses

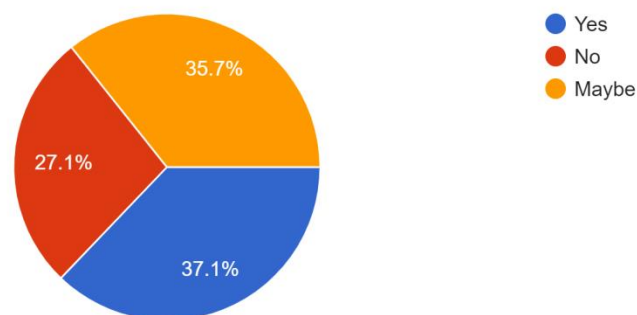


Figure: 14

Interpretation: Some of the organizations may have stopped recruiting temporarily and some may not. What we see from here is, 37.1% of the population said that recruiting has been stopped temporarily in their organization, 27.1% disagreed to the statement and another 35.7% are uncertain about what is going on in their recruiting policy.

15. Your supervisor has begun planned daily check ins

Your supervisor has begun planned daily check ins.
70 responses

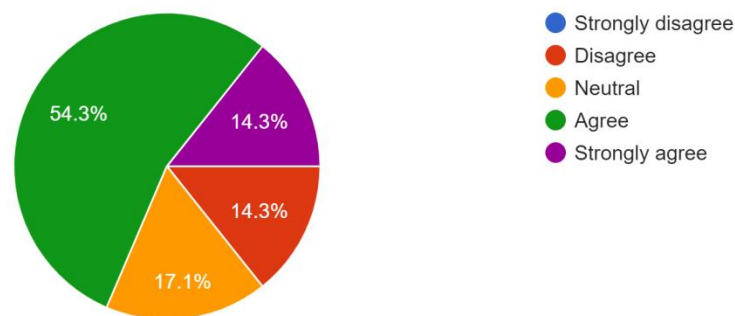


Figure: 15

Interpretation: Supervisors are supposed to be more active and more responsible than ever before during this pandemic. So we can see that with this statement- Supervisors have begun planned daily check ins 14.3% strongly agreed, 54.3% agreed, another 14.3% disagreed and 17.1% remain neutral.

16. Targets are communicated very clearly to you

Targets are communicated very clearly to you
70 responses

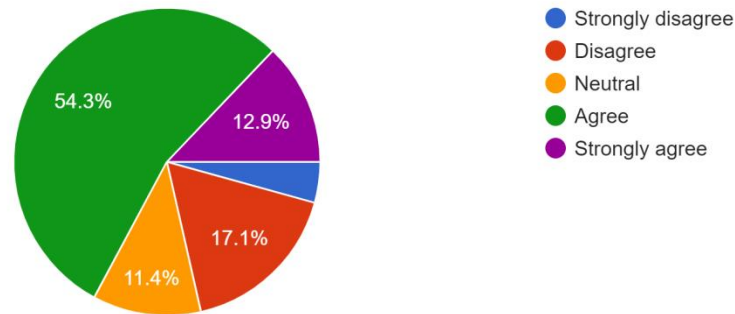


Figure: 16

Interpretation: This is about if everyday work or performance targets are communicated very clearly to the employees or not and in this 12.9% strongly agreed, 54.3% agreed that targets are clearly communicated with them. 17.1% disagreed, and only 11.4% remain neutral about it.

17. You are delivered timely feedback of your work

You are delivered timely feedback of your work.
70 responses

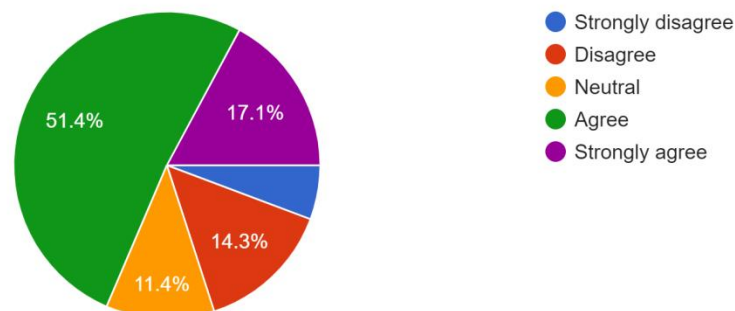


Figure: 17

Interpretation: With this annotation- Employees are delivered timely feedback of their work, 51.4% of the employees agreed and 17.1% strongly agreed which is a very positive sign for any organization. 14.3% disagreed and 11.4% of the people remained neutral.

18. Your supervisor helps I identifying and bridging the performance gaps

Your supervisor helps in identifying and bridging the performance gaps
69 responses

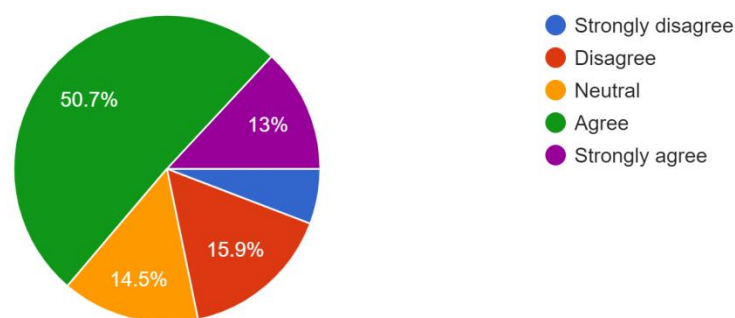


Figure: 18

Interpretation: To cover up the losses caused by the covid-19 pandemic everyone needs to be a bit more careful and increase their performance index and supervisors are there to help with it. 13% of the employees strongly agreed, 50.7% of them agreed with the statement that their supervisors are helping them in identifying and bridging the performance gaps. 15.9% of them disagreed with it and 14.5% were neutral regarding it.

19. Your supervisor is easy to approach and get help from

Your supervisor is easy to approach and get help from
70 responses

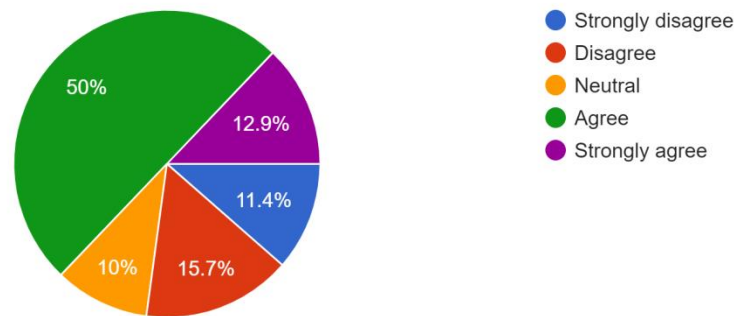


Figure: 19

Interpretation: It is being shown here that, 12.9% employees strongly agreed, 50% of them agreed, 15.7% disagreed, 11.4% strongly disagreed and only 10% of the people remain neutral about this statement.

20. Before the covid-19 pandemic you were familiar with your business continuity plan

Before the COVID-19 pandemic you were familiar with your business continuity plan
69 responses

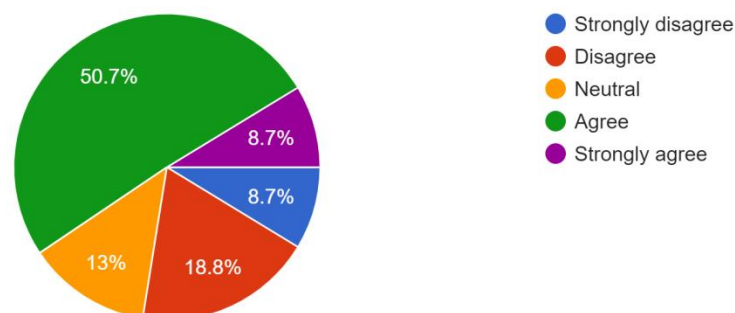


Figure: 20

Interpretation: More or less every employee should have the knowledge of the business continuity plan of the organization. This is what that saves the organization from uncertain crisis like this covid-19 corona virus. S in here we can see that 8.7% strongly agrees and 50.7% of the people agrees that they were familiar with the business continuity plan of the organization. 8.7% strongly disagreed and 18.8% disagreed with the statement and only 13% of them choose to stay neutral.

21. Learning and training have emerged as a challenge

Learning and training have emerged as a challenge
68 responses

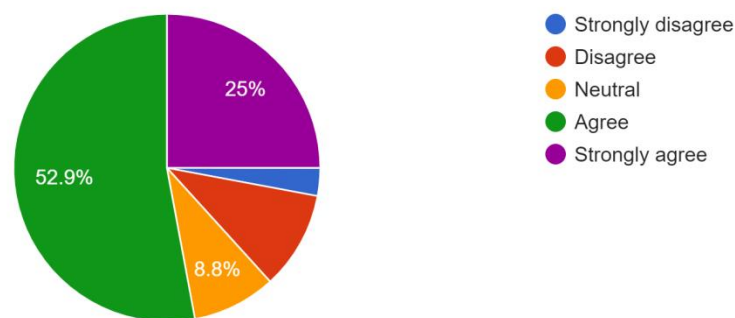


Figure: 21

Interpretation: Learning and training of employees is a very crucial part of business. Because training makes the employees more skilled and we know how much important a skilled employee is for the organization. But since this virus spreads through touch, during this pandemic more or less the training session has been adjourned. Though some virtual training are going on but the effectiveness of those training is questionable. So we can see from here that, 25% strongly agreed and 52.9% strongly agreed that training opportunities have emerged as challenge.

22. Travelling to summits, seminars any kind of gathering has been abandoned

Travelling to summits, seminar any kind of gathering has been abandoned
69 responses

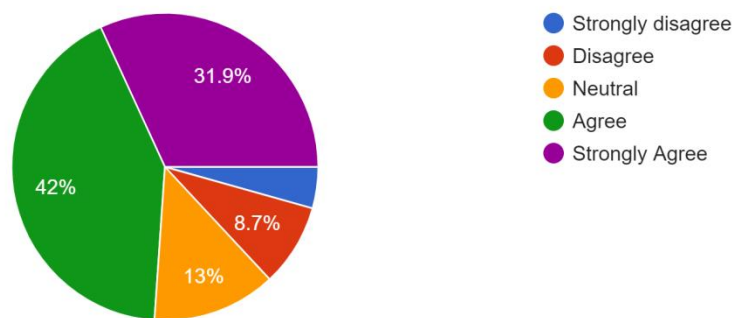


Figure: 22

Interpretation: People are now avoiding any kind of gathering and so any kind of seminar, summits are being adjourned and it is clearly visible from the above result. We can see from there that 31.9% of the people strongly agreed, 42% of them agreed that summits, seminars and any kind of gathering are being adjourned. And 8.7% of the population disagreed whereas 13% remain neutral.

23. Your organization specially has arranged a task force to manage any kind of situation needed during this COVID-19 pandemic.

Your organization specially has arranged a task force to manage any kind of situation needed during this COVID-19 pandemic
70 responses

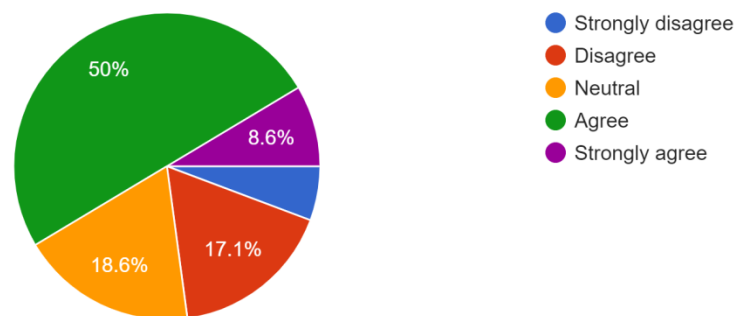


Figure: 23

Interpretation: Good organizations are always aware of future unknown threats and act according to that. So from the above statement we could find out that 8.6% of the population strongly agreed and 50% of them agreed that special task force has been arranged to manage any kind of situation during this pandemic. 17.1% disagreed to that and 18.6% remain neutral about it.

5.2 Findings

COVID-19 altered every person's reality overnight. More or less every organization is facing the incoming business challenges during this covid-19 pandemic and so is the individual personnel related to those organizations. The panic of shutdown and the uncertainty of uncertain lockdown has been endured by people, cities, societies, countries and continents. In a very short period of time, administrators had to make several choices; choices over who should stay at work and who should go home; how and when staff should be relocated to the virtual realm; and what the objectives are and how best to convey those preferences to workers.

So when we were about to shed light to the actual scenario of the FMCG business sector, the findings were quite expected. The condition was mostly negative. We barely found anything positive about the scenario achieved from the survey questionnaire. Managing business sustainability has become the real challenge for organizations right now which also includes handling the day to day operations. As they are not being fully able to handle the daily business operations, they are lagging behind, losing profit. To avoid the health risks organizations now have arranged home office for employees; though it was for a good purpose, for the betterment of the employees but our organizations are still not fully up to dated to digital ways and so employee performance is being reduced, they are being pessimistic day by day, they are losing hope. At the same time recruitment process is being hampered and even if employees are recruited, the new employees are facing socializing challenges due to work from home arrangement. They are not getting to meet their subordinates in person. The communication system among employees is not working well, not everyone is available at every time they are needed, supervisors are not being able to reach out to every employees to help them bridging their performance gaps and for their any kinds of need. Employees are not being upgraded with different kind of skill development trainings since any kind of gatherings are abandoned. As the productivity is hampered and so is the business profitability and so many organizations have altered their pay structure and that put the employees in misery. The situations might get better over the time but until the vaccine for corona is invented, the condition is supposed to be the same for long.

Chapter 06: Recommendation and Conclusion

6.1 Recommendations

From our findings we have come to know that almost every FMCG organizations are facing difficulties in running their operations and every organization's profitability has been harmed. Many of the organizations are still opting out work from home for some employees and many already have started going office physically. Employees are becoming more stressed, they are becoming pessimistic. This thoughts and surroundings are giving them negative vibes and thus it is affecting their mental health which eventually results in poor performance as well as the overall performance of the organization. Seeing the results of the survey I have got some suggestions they may follow and that may help them running business effectively during this pandemic. My suggestions are following-

1. I believe reputation is built during the hard times not during the time of ease. Time is not favorable right now but that does not mean they should give up. Rather this is the most appropriate time to stand out with their head held high among hundreds of business organizations. They need to work harder even and of course by following a solid plan keeping in mind the corona situation. And also they may generate an open door policy. This means employees should feel free to reach anyone of their workplace at any time and for this everyone should be active and available in receiving phone calls or video conference or through chat. We saw from the result that many employees said they do not reach out to their supervisors when needed but it should not be like this. If not physically they should embrace the virtual communication media more strongly than ever before and should be stay connected always.

2. Almost all the employees are being pessimistic about current situation. Their mental health is being hampered. So it's the CEO or MD's responsibility to cheer them up, to give them hope and to become more hopeful. The head of the organization may arrange some virtual meeting

sometimes to cheer up the employees. This will make the employees motivated and energetic towards work.

3. If the organization is running business in their workplace not remotely then they should be more cautious about the safety and hygiene issues of employees. All surfaces, door handles, and every equipment should be sanitized at the end of each working day. Organizations should arrange special taskforce to manage any kind of situation needed during this covid-19 pandemic.

4. We have seen from one of the results that the new employees are being failed to socialize with the other employees due to work from home system. So the new employees need to have a swift connection to the key people of the organization. In comparison to outsourcing most of these procedures to HR, the recruit coordinator should be in constant contact with the new employee during the recruiting and integration process. When hired, the hiring manager can convey the news to the rest of the management of the organization so that their new colleagues will easily welcome them. When the employee starts, the recruitment officer should send a list of all the key people with whom the employee should interact in their early days of operation, including direct reports, a mentor, key staff and other key functions members.

5. Organizations should apply a people first mindset. The welfare and well-being of its employees should be the very first concern of an organization during a pandemic. When their well-being and that of their families are in danger, workers are unable to concentrate on job duties. Therefore at the outset of a pandemic event, the crucial question organizations must answer is whether their workers are safe, followed by if they are capable to handle key services. It is essential for businesses to be able to control the situation, have a stable workplace and provide their workers with the help they require.

Conclusion

The success and stability of an organization mostly depends on the Human resource of that organization. HR management helps resolve the difference between the productivity of workers and the strategic goals of the company. In addition, an effective team of HR management can provide organizations with a competitive advantage. Previously in business people did not value much the Human resources of any organizations but now Human Resources are considered the most valuable asset of any organization. The more effectively the human resources of an organization is handled the more successful and profitable the business is. But an inconceivable virus COVID-19 is now hampering the Human Resource Management practices of different organizations. It came out of nowhere and is demolishing the businesses.

The FMCG industry is affected badly because most of the FMCG companies produce people's daily needs; foods, beverages, toiletries etc. Despite of the alarming situation they needed to continue their business operation even during the worst timing of the virus spread by overcoming any kind of barriers. But the good thing is organizations are getting adapted to it. They have changed their business strategies, operations, way of doing things where needed. They are finding out alternative solutions, finding out different unique ways to do the work. Special taskforces are being formed and employees are interacting with each other, attending session, getting trained virtually.

Actually every organization should be prepared for such kind of uncertain threats and if not then get adapted to the situation as early as possible and keep up the work efficiently. And it is a good thing that the FMCG industry of Bangladesh are catching up the pandemic situation quite well though some of them are lagging behind. But from their performance during this Covid-19 pandemic we can assume and hope that they will be improving their HR works in more efficient and unique ways in the upcoming days.

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Appendix

Questionnaire

Please indicate responses about the major challenges faced by your organization due to COVID 19 outbreak:

1. To manage business stability is a challenge to your organization.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

2. Handling day to day operation is a difficult task.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

3. Your organization is facing the challenges of increasing employees stress.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

4. Socializing of new employees is confronting as a challenge.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

Please give responses about regarding the work from home policy of your organization.

5. You are comfortable in your work from home setup compared to being in the office.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

6. You are productive in your current work from home set up?

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

7. It is easy to communicate with your colleagues compared to being in the office.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

8. How often did you work remotely pre COVID-19?

- Once a week
- A few times a week
- Never
- Majority of the week
- Always occasionally

9. Compared to last week, are you feeling optimistic or pessimistic about working from home?

- Optimistic
- Pessimistic
- About the same.

10. Sick leave Compared to last week, are you feeling optimistic or pessimistic about working from home?

- Strongly agree
- Somewhat agree
- Neutral
- Disagree

- Strongly disagree

Please indicate response on the compensation policy of your organization during the epidemic.

11. Your organization has altered the incentive policy.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

12. The base pay promotion of the employees has stopped.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

13. Your organization has cut the bonuses of the employees.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

Please specify the impact of COVID-19 outbreak on the hiring decisions of your organization.

14. Recruiting has been tough during this pandemic.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

15. Recruiting has been stopped temporarily.

- Strongly agree
- Somewhat agree

- Neutral
- Disagree
- Strongly disagree

Please respond to the impact of the epidemic on the performance appraisal of your work from home.

16. Your supervisor has began planned daily check ins.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

17. Targets are communicated very clearly to you.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

18. You are delivered timely feedback of your work.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

19. Your supervisor helps in identifying and bridging the performance gaps.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

20. Your supervisor is easy to approach and get help from.

- Strongly agree
- Somewhat agree

- Neutral
- Disagree
- Strongly disagree

21. Before the COVID-19 pandemic you were familiar with your business continuity plan.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

22. Learning and training have emerged as a challenge.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

23. Travelling to summits, seminar any kind of gathering has been abandoned.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree

24. Your organization specially has arranged a task force to manage any kind of situation needed during this COVID-19 pandemic.

- Strongly agree
- Somewhat agree
- Neutral
- Disagree
- Strongly disagree