BML MUNJAL UNIVERSITY™
A **Hero GROUP** INITIATIVE

Navigating Workplace Turbulence Survey Report 2020

Research Partner

zykrr

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*Numbers in the report have been rounded. Hence, sum may result in a +/- 1%.

ABOUT THE STUDY

Covid-19 situation has altered the way corporates operate not only in India but also across the globe. The crisis has literally forced companies as well as its employees to change the way they work almost overnight. Increasingly, companies are working to adapt employee' skills and roles to build operating-model resilience. In the near term, there has been and will be a hiring downturn across industries. This pandemic has once again brought about a sharp focus on the 'relevance' of skill sets and reskilling that is needed to adapt to the ever-changing situation today and to be future ready. What was good yesterday, may have little or no relevance today when it comes to skills.

The situation today impacts campus hiring by India Inc. too and their expectations of the talent - skill wise, that is coming out of higher education.

The study titled **"Navigating Workplace Turbulence"** sets out to capture the determine the outlook of CHROs vis-a-vis the current status of work, hiring outlook, expectations from new recruits, expectations from education in grooming the next gen talent pool, skills to focus on etc. BML Munjal University (BMU) and Zykrr together curated this Survey in August 2020. In total, **139** HR professionals from leading firms shared their perspectives on the hiring forecast across different industries post Covid-19 normalcy, the skills, and attributes

required for the students in the post-pandemic world to survive and thrive in our corporate ecosystem. The results of this survey were analyzed in-depth before generating this Study built on data insights.

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Key Insights

- **45%** of the respondents are likely to consider work-from-home as an option post-pandemic, whereas **17%** still do not prefer work-from-home

- Around **60%** of the respondents are optimistic that the economy will rebound within one year & will grow as strong as it was before Covid-19

- Over **25%** of the respondents are dealing with Employees' morale and productivity as the biggest challenges

- **More than half** of the respondents are of the opinion that only essential positions should be filled in

- **32%** of the respondents forecast an increase in the headcount for IT department

- Departments likely to see an **increase in headcount** as per the respondents are **Information Technology** followed by **Marketing & Sales**, and **Production/Manufacturing**

- According to the respondents, the **biggest pain points** of their employees during these times are **'Balancing Work & Life', 'Internet Connectivity' and 'Less socialization with colleagues**

- When asked to put in priority some statements about Work-from-home, the respondents ranked **'saving commute time'** as 1st followed by **'saving infrastructure and rental costs'**

- **45%** of the HR professionals who responded, highlighted **Adaptability** as the most important skill universities should inculcate in their students

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About BML Munjal University (BMU)

Named after the late Founder & Chairman of the Hero Group, BML Munjal University (BMU) is a unique not-for-profit initiative founded by the promoters of the Hero Group. BMU is mentored by Imperial College London and is engaged in creating, preserving, and imparting internationally benchmarked knowledge and skills. The university seeks to transform higher education in India by creating a world-class innovative teaching, learning and research environment. It aims to become a nursery for the leaders of tomorrow and a repository of knowledge. The various undergraduate, postgraduate and postdoctoral programmes offered in the University are: Ph.D, MBA, B.Tech, BBA, B.A. (Hons) Economics, B. Com (Hons), B.A., LL.B. (Hons.), B.B.A., LL.B. (Hons.)

For more details on BML Munjal University, please visit www.bmu.edu.in

About Zykrr – Experience Analytics & Management Provider

Do you know 75% of your highly satisfied customers are more likely to share a great experience?

90% of consumers report that word-of-mouth recommendation is a leading influence on their purchase decision. So how to get your customers to endorse your brand? Answer to this is an exceptional customer experience.

The world around us is changing at breakneck speed, with more and more products and services being commoditized, the real competitive differentiator is your customer experience and the care you provide. Using Customer Experience to build Customer Advocacy is the marketing strategy to increase your revenue multi-folds.

Zykrr is a DIPP recognized start-up founded by McKinsey & IIMB Alums with a zeal to inspire business decisions driven by the stakeholders of the organization, the customers, and the employees.
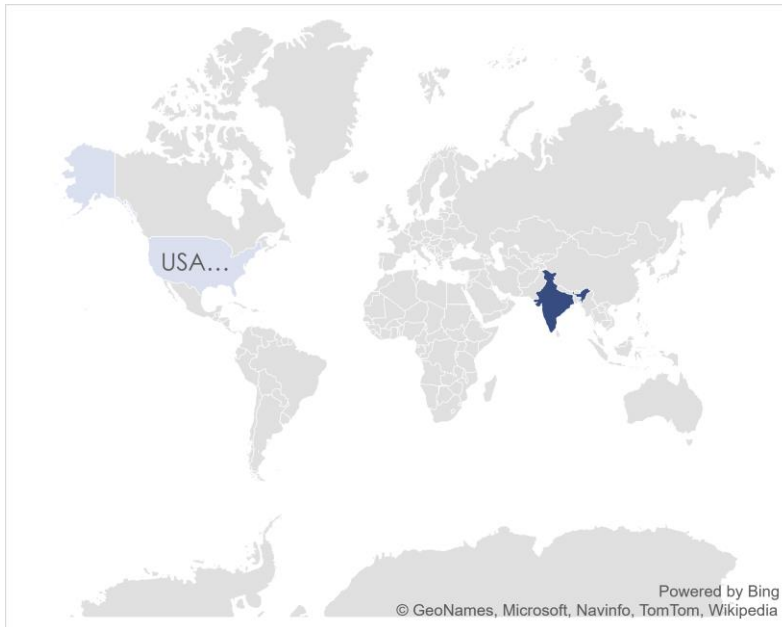
We provide well-proven framework to drive customer centric culture and creating an evolving environment to bring employee centricity to the heart of the organization.

We provide the following solutions and more.

- ➢ Customer Experience Management
- ➢ Employee Engagement Surveys
- ➢ Organization Health Index
- ➢ Team barometer
- ➢ Work from Home pulse surveys
- ➢ Cross group collaborations
- ➢ Learning and development
- ➢ Agile barometer
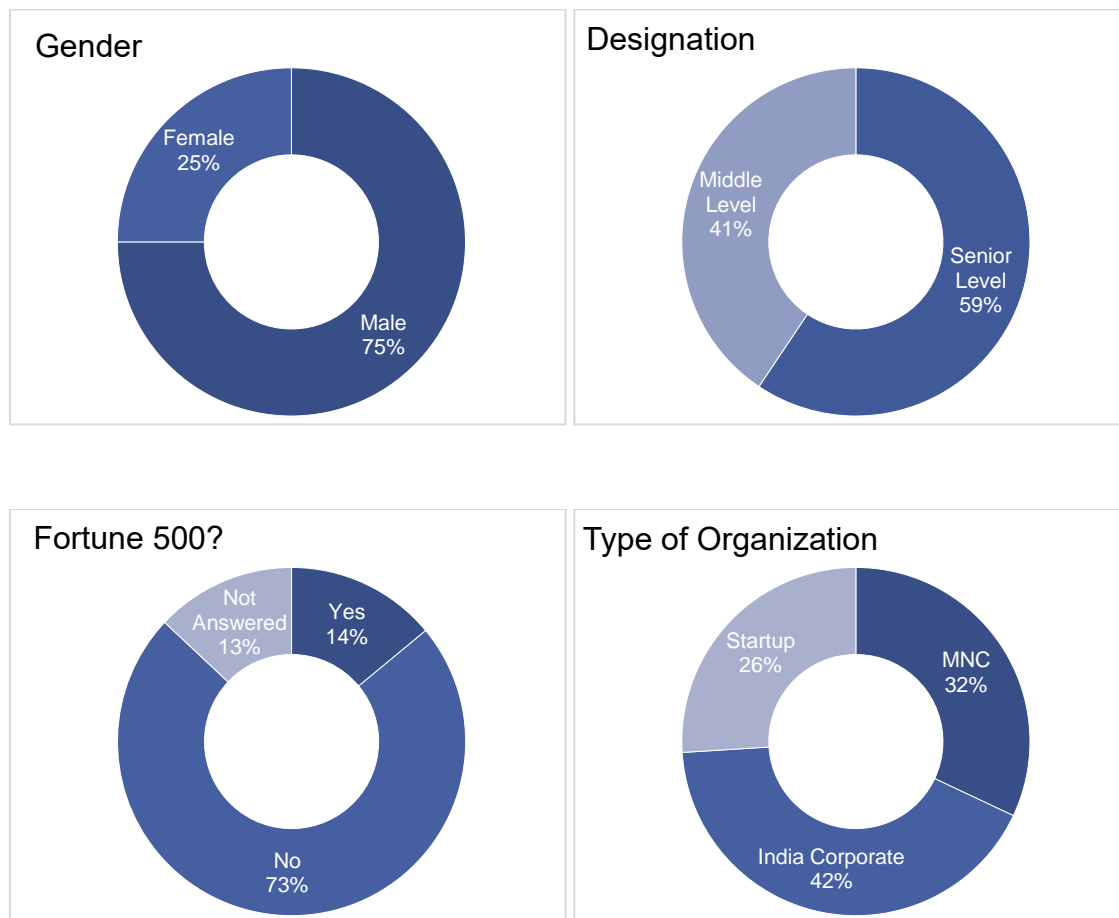- ➢ Pulse Surveys

To know more about us visit http://zykrr.com/

About Zykrr – Experience Analytics & Management Provider

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Participants

97% of the respondents are from India while **3%** are from USA, Europe, and West Africa
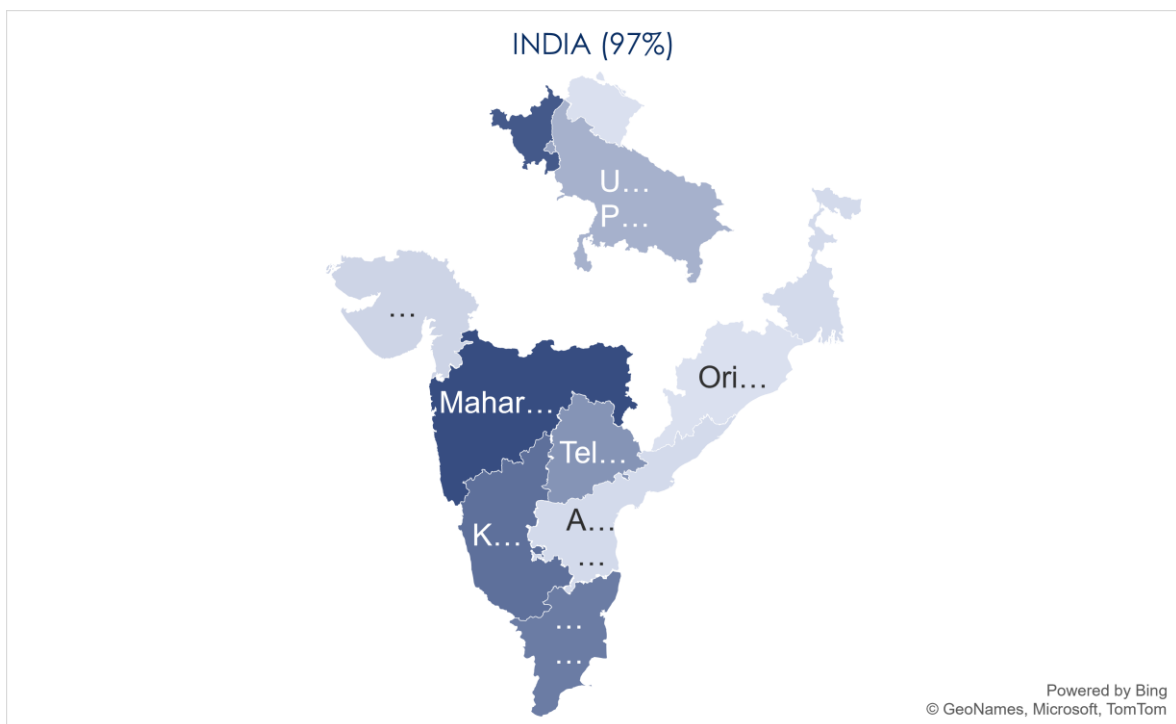
State (India only)	Respondents	
Maharashtra	26	19%
Haryana	24	17%
Karnataka	20	14%
Tamil Nadu	18	13%
Telangana	14	10%
Delhi	11	8%
Other	22	16%

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Demographics

Gender

Female 25%
Male 75%

Designation

Middle Level 41%
Senior Level 59%

Fortune 500?

Not Answered 13%
Yes 14%
No 73%

Type of Organization


Startup 26%
MNC 32%
India Corporate 42%

Senior Levels include AVP, Director, CEO, CHRO, Founder, GM, Regional Head, Senior Manager, Senior VP, MD etc.

Middle Levels include Assistant Manager, Deputy General Manager, H.R. Executive, Manager, Senior Executive – Recruitment, Senior HR etc.

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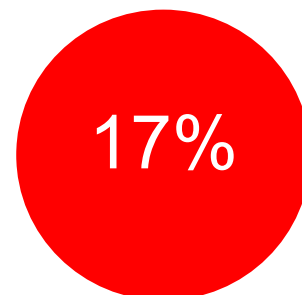
Considering work-from-home option post-pandemic

(How likely is it that your organization will consider work-from-home option for some or all your employee's post-pandemic?)
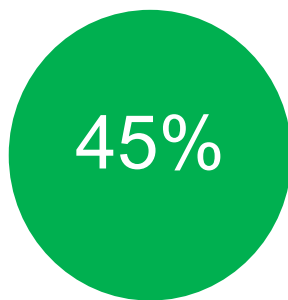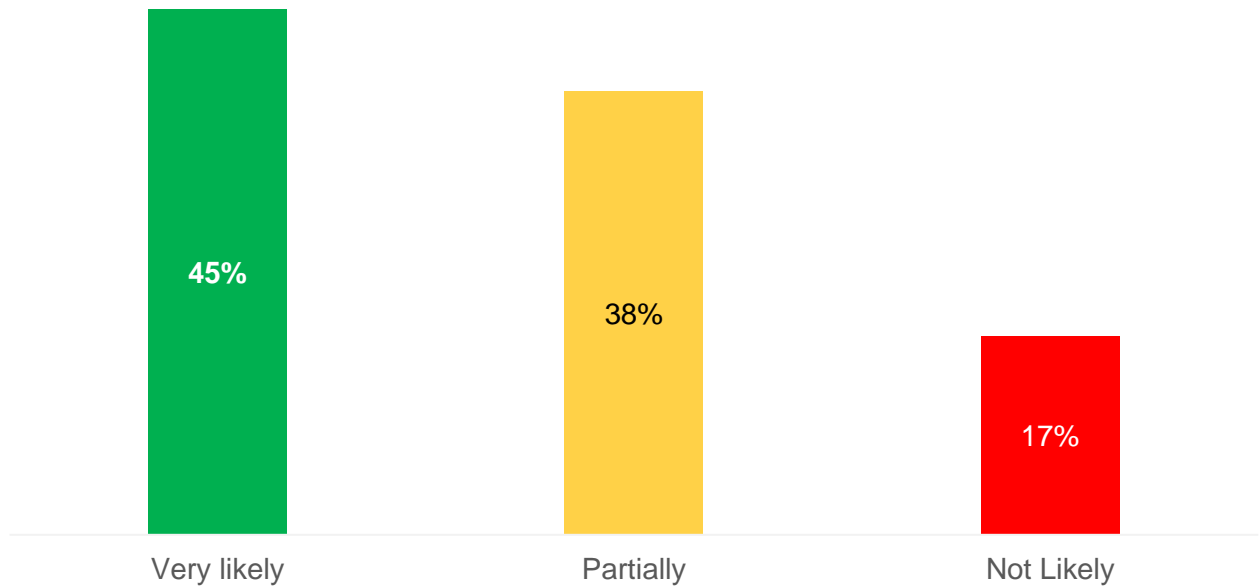
45%
Very likely

38%
Partially

17%
Not Likely

45%
Of the respondents are likely to consider work-from-home as an option post-pandemic

Whereas **17%** still do not prefer work-from-home

17%

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Confidence level on Economic conditions post Covid-19

(What is your confidence level on economic conditions post Covid-19?)

58% Optimistic

32% Uncertain

4% Pessimistic

6% I am not sure
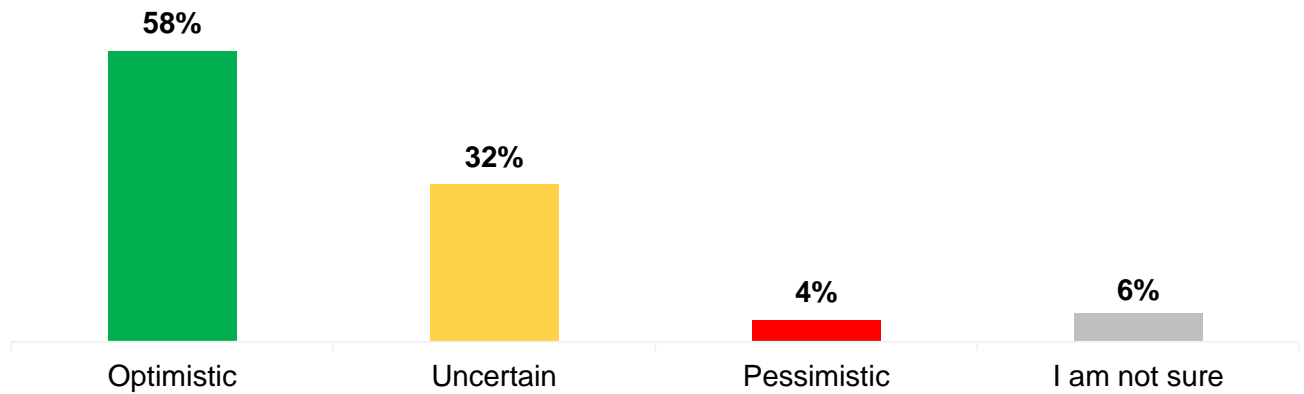
58% of the experts who responded are optimistic that the economy will rebound within one year & will grow as strong as it was before Covid-19

32% are uncertain, believe that Covid-19 will have a long-lasting impact and the economy will fall into a lengthy recession
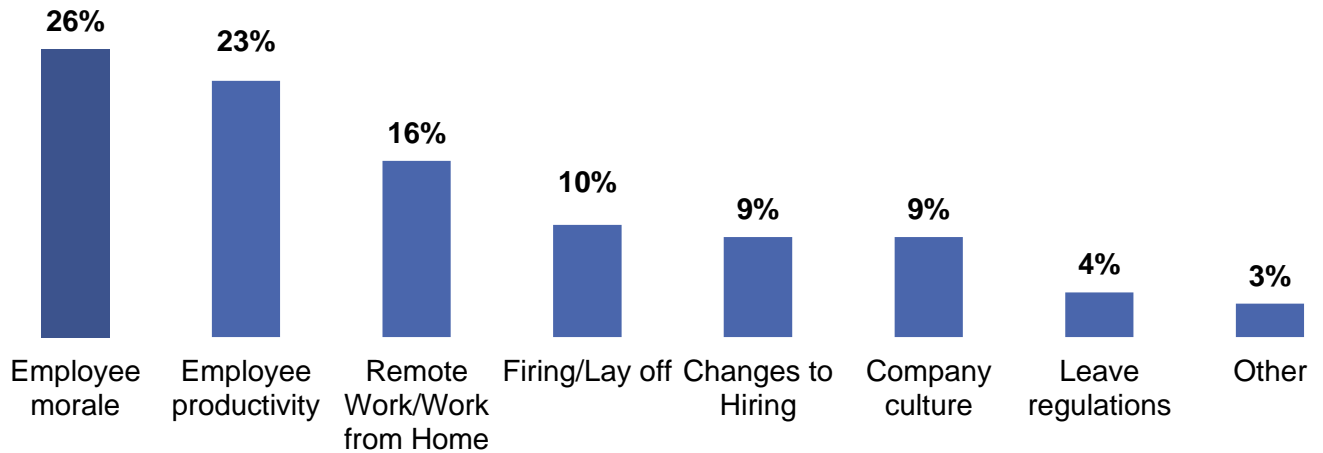
4% Are still pessimistic and feel that the economy will be impacted for at least a year and will stagnate or show slow growth

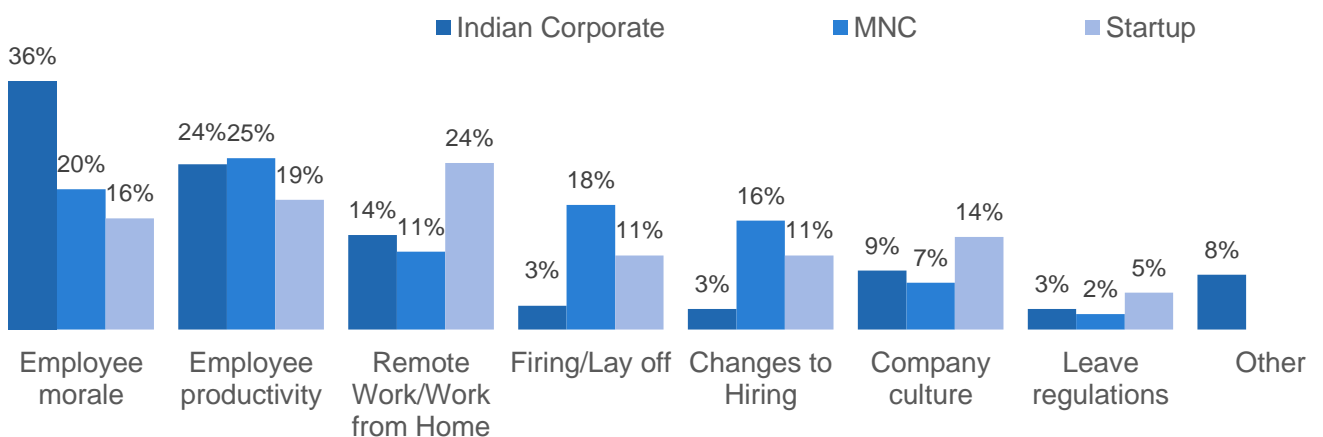*Numbers in the report have been rounded. Hence, sum may result in a +/- 1%.

Biggest HR Challenge across organizations

(What is the biggest HR challenge you are dealing with currently in your organization?)

Employee morale	Employee productivity	Remote Work/Work from Home	Firing/Lay off	Changes to Hiring	Company culture	Leave regulations	Other
26%	23%	16%	10%	9%	9%	4%	3%

When asked what is the biggest challenge that they are dealing with, **26%** of the HR experts who responded highlighted **Employee morale.** It has become difficult to keep employees motivated during these tough times. We further sliced it by the type of organization and observed that the opinion differs for different types of organizations.
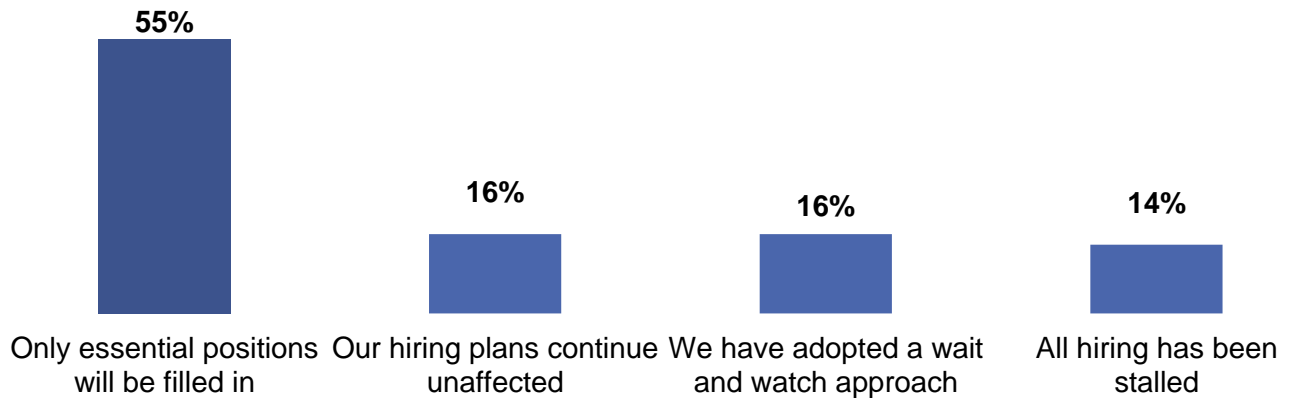
36% of Indian Corporate HR is dealing with Employee morale as its biggest challenge, **25%** in MNCs are dealing with productivity, while **24%** of startup HR feels remote Work/Work from Home as the biggest challenge.

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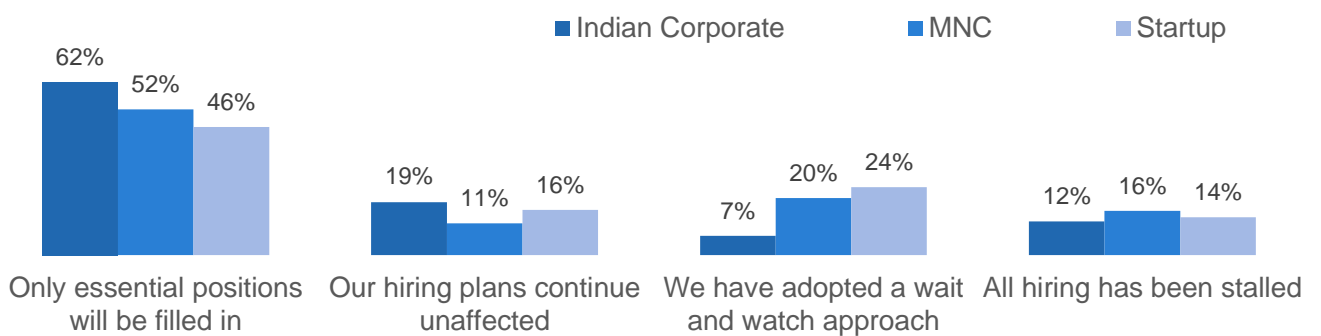
Hiring outlook

(What is your hiring outlook?)

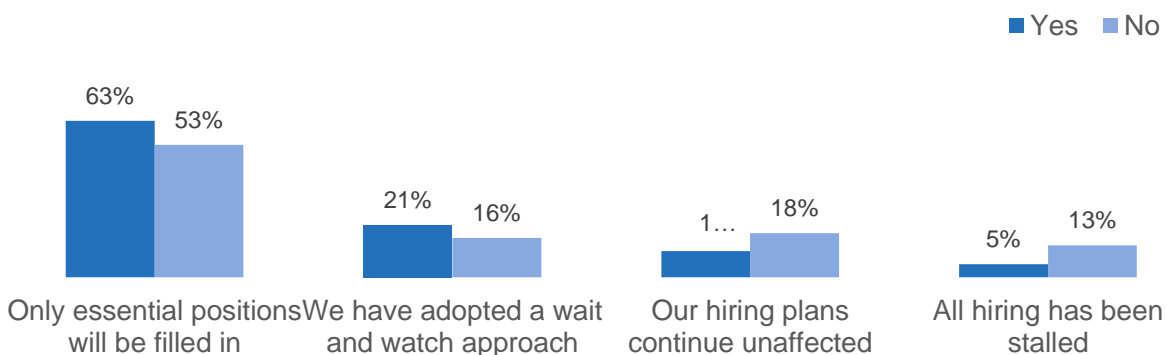|	
55%	Only essential positions will be filled in
16%	Our hiring plans continue unaffected
16%	We have adopted a wait and watch approach
14%	All hiring has been stalled

While **55%** of the respondents are looking forward to filling only essential positions, **16%** say that there hiring plans remain unaffected due to covid-19.

16% HR experts decided to wait and watch, while **14%** mentioned that the hiring been stalled in their organization.

■ Indian Corporate ■ MNC ■ Startup

	Only essential positions will be filled in	Our hiring plans continue unaffected	We have adopted a wait and watch approach	All hiring has been stalled
Indian Corporate	62%	19%	7%	12%
MNC	52%	11%	20%	16%
Startup	46%	16%	24%	14%

Hiring outlook does not differ much for different type of organizations except for the decision to wait and watch. Where more than **20%** respondents from MNC and start-up mentioned that they have adopted this approach, there were only **7%** from Indian corporate.

■ Yes ■ No

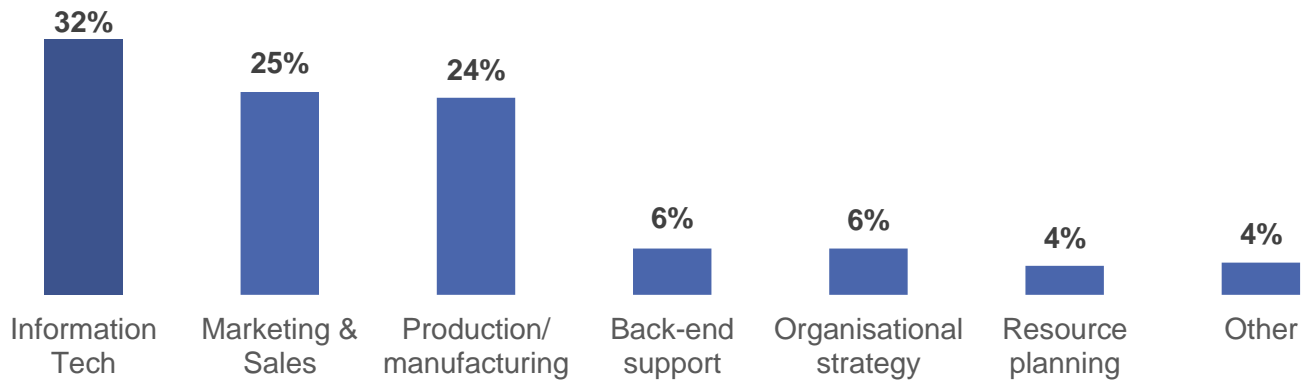|	Only essential positions will be filled in	We have adopted a wait and watch approach	Our hiring plans continue unaffected	All hiring has been stalled
Yes	63%	21%	1…	5%
No	53%	16%	18%	13%

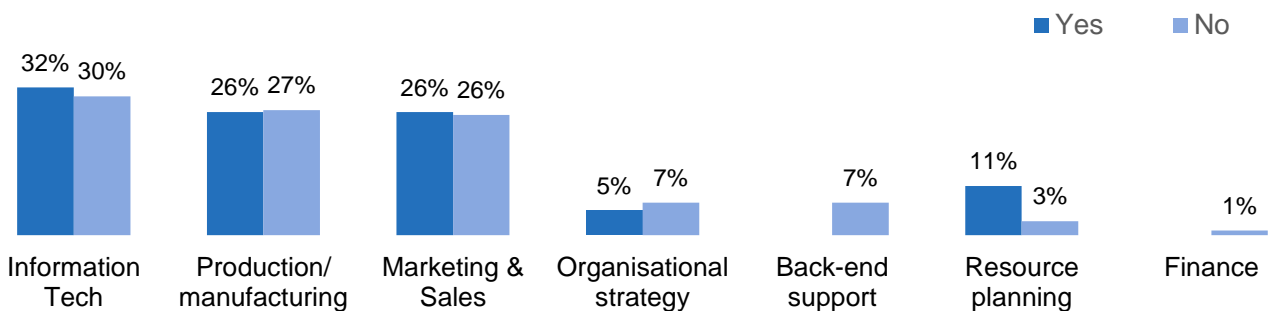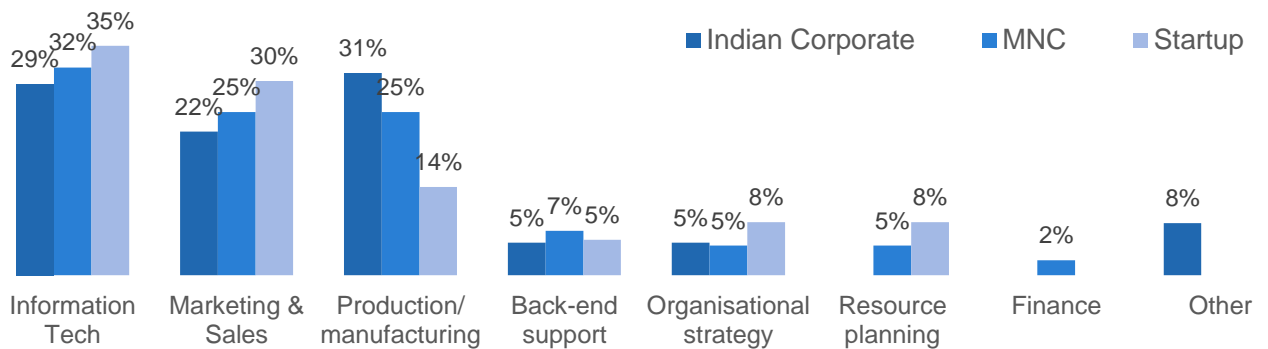Observations are the same for Fortune 500 categorization.

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Departments likely to see an increase in headcount

(Which department in your organisation is likely to see an increase in headcount?)

32%	25%	24%	6%	6%	4%	4%
Information Tech	Marketing & Sales	Production/ manufacturing	Back-end support	Organisational strategy	Resource planning	Other

IT, Marketing & Sales, and Production/Manufacturing are likely to see an increase in the headcount while Finance, resource planning, and other departments will have to wait for hiring more resources.

Legend: ■ Indian Corporate ■ MNC ■ Startup

	Indian Corporate	MNC	Startup
Information Tech	29%	32%	35%
Marketing & Sales	22%	25%	30%
Production/ manufacturing	31%	25%	14%
Back-end support	5%	7%	5%
Organisational strategy	5%	5%	8%
Resource planning	5%		8%
Finance	2%		
Other	8%		

Legend: ■ Yes ■ No

	Yes	No
Information Tech	32%	30%
Production/ manufacturing	26%	27%
Marketing & Sales	26%	26%
Organisational strategy	5%	7%
Back-end support		7%
Resource planning	11%	3%
Finance		1%

The above two charts suggest that the hiring outlook of HR professional is independent of the type of organization

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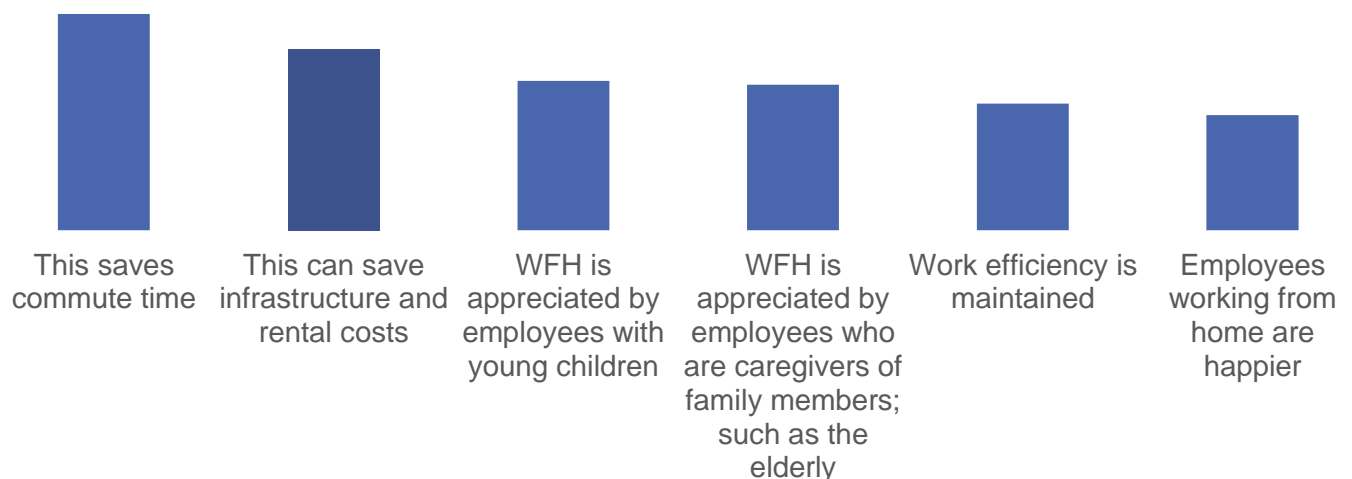
Top Priorities

We asked the participants to put in order of the priority the pain points of their employees. Top ranked were 'Internet connectivity' & 'Balancing work & Life' followed by 'Less socializing with colleagues'.

Balancing work and life
Internet connectivity

Less socializing with colleagues

Over-controlling managers

Others

And when we asked them to order some statements about work-from-home, the top ranked were, 'This saves commute time' & 'This saves infrastructure & rental costs'.

The respondents chose to rank 'Work efficiency' & Happiness of employees working from home as the lowest. This suggests that the experts feel that the efficiency while working from home is as good as working from office.

This saves commute time

This can save infrastructure and rental costs

WFH is appreciated by employees with young children

WFH is appreciated by employees who are caregivers of family members; such as the elderly

Work efficiency is maintained

Employees working from home are happier

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Hiring of talent by India Inc.

Do you think placement from higher education institutes do not make the consideration set for hiring of talent by India Inc. anymore?
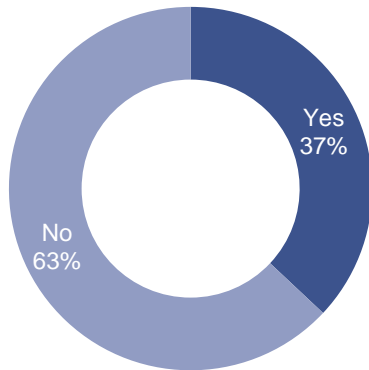
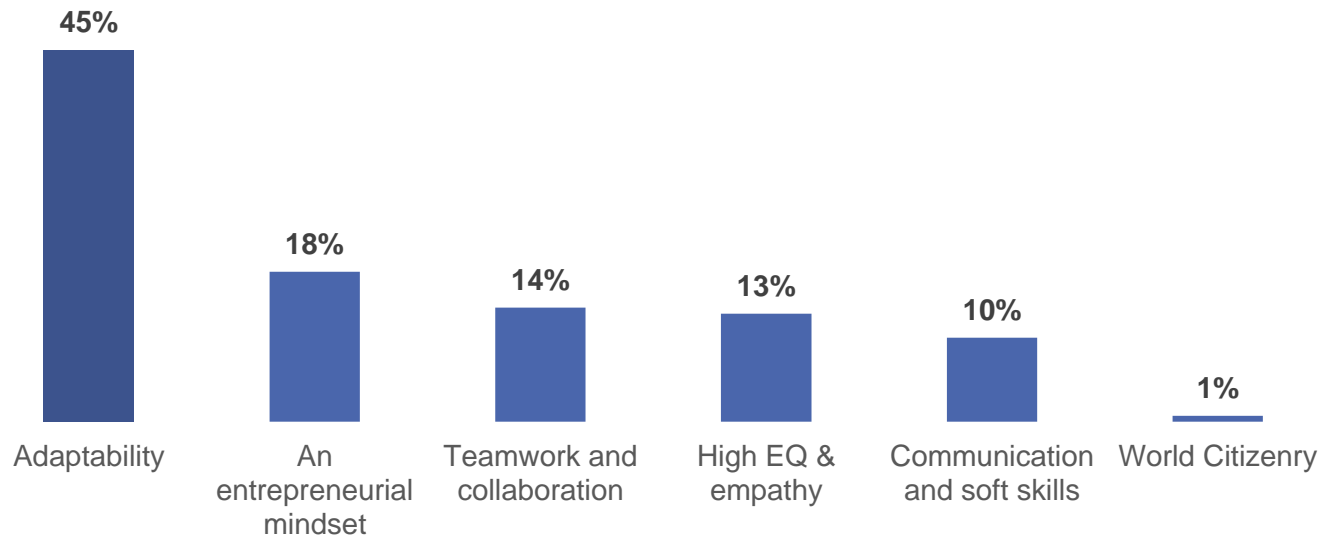

63% of respondents disagree with the statement

Are new age educational institutions better equipped to – in terms of curriculum, infrastructure, faculty, foreign collaborations, prepare students for jobs in the era of digital economy/Industry 4.0?
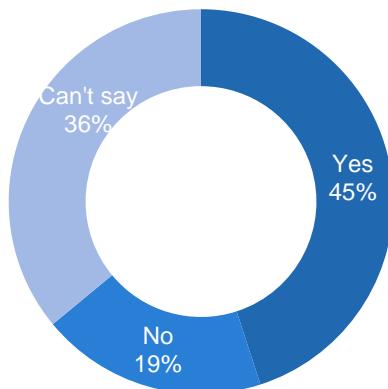
45% respondents agree that the new age educational institutes are better equipped to prepare students for jobs in the era of digital economy/Industry 4.0

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The most important skill universities should inculcate in their students in a post pandemic world

(What is the most important skill universities should inculcate in their students in a post pandemic world?)

45%	Adaptability
18%	An entrepreneurial mindset
14%	Teamwork and collaboration
13%	High EQ & empathy
10%	Communication and soft skills
1%	World Citizenry

The unprecedented situation has made everyone agree that adaptability is the need of the hour.

45% of the respondents say that Adaptability is the most important skill universities should inculcate in their students.
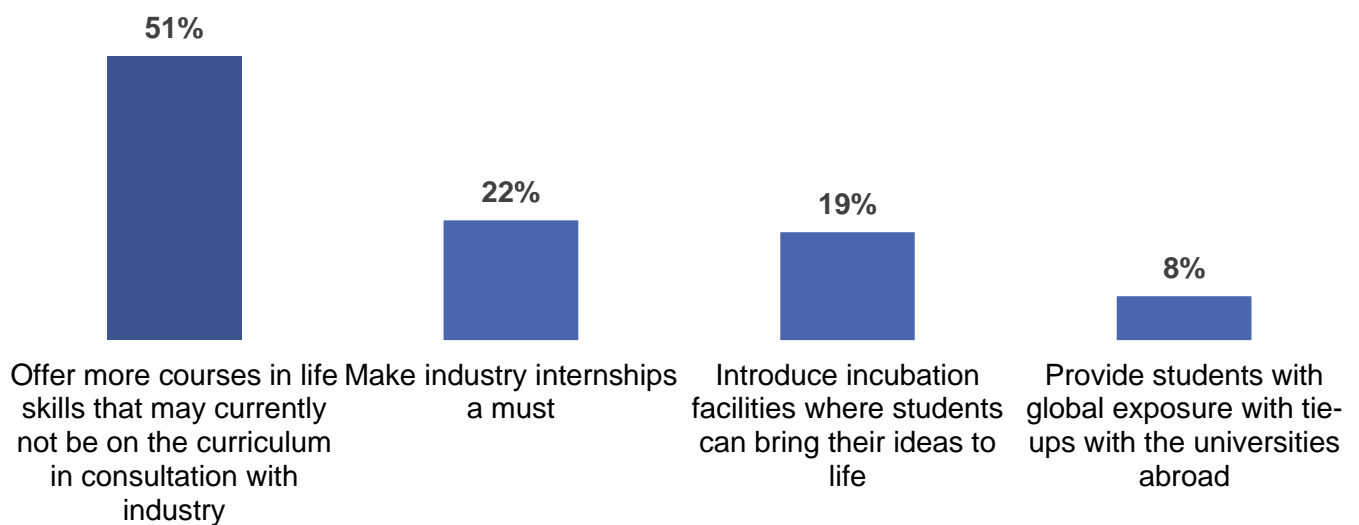
An entrepreneurial mindset and Teamwork & collaboration continue to be most important post adaptability.

Numbers in the report have been rounded. Hence, sum may result in a +/- 1%.

Change universities can make going forward to address requirements in a post pandemic world

(What change can universities make going forward to address requirements in a post pandemic world?)

We also asked experts for their suggestions about the change universities can me going forward.

The top suggestion was to Offer more courses in life skills that may currently not be on the curriculum in consultation with industry.

51%	Offer more courses in life skills that may currently not be on the curriculum in consultation with industry
22%	Make industry internships a must
19%	Introduce incubation facilities where students can bring their ideas to life
8%	Provide students with global exposure with tie-ups with the universities abroad

51% respondents suggested offering more courses in life skills in consultation with industry

22% believe that industry internships should be made a must

19% advised introducing incubation facilities

8% respondents suggested providing global exposure to students

Numbers in the report have been rounded. Hence, sum may result in a +/- 1%.