

## Performance Appraisal in the Period of New Normal

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### ABSTRACT

*Performance Appraisal is the procedure of evaluating the attainments of manpower and to appreciate their abilities for promoting development. Performance assessment is one of the fields in human resource management which is significantly hampered by the outspread of pandemic serious acute respiratory syndrome corona virus 2. This virus outburst gave rise to new provocations for the organizations around the world. Subsequently, in order to handle this unpredictability several companies have taken steps to cut down the costs like adjournment in the appraisal cycle or for deaden salary increments. Hence, one of the purposes of this paper is to examine the effect of Covid -19 on performance appraisal of workers. Additionally, this pandemic is fairly demanding for the managers also. As social distancing and operating remotely have become a new normal, employees work remotely from each other and from managers, and this will be more usual in the hereafter future. Managers are now observant for new methods to 'do visibility' without all the time being substantially present. It has also become the essential demand of the circumstances as managers must be conscious of the situations in which workers are operating in. On that account, another purpose of this paper is to propose an approach to supervise the performance assessments of remote working employees. It is commended that managers should take on the choice-based approach for performance assessment rather than control-based approach. The review is constructed on articles and reports from several internet sources and journals. Additionally, some methods of carrying on the performance assessment of remotely working employees and scope for the future are also considered and talked about.*

**Keywords:** - Performance appraisal, social distancing, Covid -19, Remote working.

### I INTRODUCTION

Covid-19 has an enlarged influence on the world economy. This disease resumes opening out quickly around the world. In India also there is notable increase in the number of cases and in reaction it has unfolded its action plan of creating the nationwide lockdown arising in downturn in the nation's economy. This has an enormous impact on the appraisal cycle of the employees. Appraisal of employee's productivity is the one of the fields of human resource management where the companies are taking strong decisions to either set back or renounce the remuneration of all employees in an attempt to reduce costs and safeguard the future and therefore compelling the possibility of not paying and incentivizing their workers competently throughout the corona crisis. Nevertheless, still it is very crucial to grow the commitment and confidence of employees to sustain the organization's firmness and to secure the battle with the effect of Corona virus.

With the current Corona crisis, social distancing has embellished the new normal. Workers have commenced functioning from home, which in succession has an impressive effect on appraisal of 2020 employees. Managers and workers function remotely from each other. This generates the demanding job for managers as they need extreme efficiency but because of social distancing there would be no adjacent management of employees.

All this has generated the stipulation for the advanced perspective for the performance appraisal of employees. Managers have to move their technique from testing to impose every worker to perform for

the utmost of their restrictions, to the one with customized option committee contracts for each employee; and reward suitably (Forbes, 2020). With personalized performance-based proposition, managers can remunerate to topmost performers much better than the rest of the workers and the other will not experience defraud as they will be remunerated in accordance with their own way out. Now the workers don't have to emphasize to outreach themselves past their desires and can go to their piece of work with reduced discomfort and more contentment. Farther, the later segment of the paper underlined some of the strategies that can be cooperative for the managers in controlling the remote working employees. Accompanied by the opportunity for the upcoming phase and presumption.

### II OBJECTIVES AND METHODOLOGY

#### (a) Objectives Of The Study:

- (i) To examine the impact of Covid-19 on performance appraisal of workers.
- (ii) To propose an approach to oversee the performance assessments of remote working employees.

**(b) Research Methodology** - In this research and study, secondary data were used. Data was gathered from previous researches, books, internet and several research papers and articles printed in journals.

#### (c) Performance Choice Board (PCB):

With the recent Covid 19 crisis, working from home has become the new normal. Managers are increasingly concerned about losing direct supervision of employees and having a difficult time measuring their performance. At the same time, employees want freedom and flexibility at work according to their personal choice. Since employees want more autonomy, managers want maximum performance and performance. He created a situation where one team wins, the other has to lose. But there may be a plausible solution for these kinds of situations.

It is formed according to the traditional Pareto principle (80:20). According to this principle, 80% of the results are guaranteed by the best 20% of exceptional employees. Practically or in the office, these 20% of employees are exceptional performers for whom work is everything. These live to work for employees who want a challenging environment. For them, the focus is on work. 60% of employees are those for whom work and family are equally important. These employees will choose to be strong supporters of their work, but at the same time they also want some flexibility for other matters. The rest of the employees work for a living and will work long enough to keep their jobs safe. For them, work is essential just to pay the bills. Even with close management or not, performance in a team of hundreds or more takes on a normal distribution curve.

To counteract the effects of the current Covid pandemic, the distribution curve should be changed normally on the Performance Choice Board (PCB). The “one size fits all” should be replaced by individualized performance election board agreements for all employees; and must be compensated accordingly. Managers can reward their best employees much more compared to other employees, and others will not feel cheated as they are rewarded according to their own contracts. Now 60% of workers who work to live and 20% of workers who work to live can do their jobs with more satisfaction and less stress. The job performance of 80% of employees can be improved by removing the stigma associated with work.

#### (d) **Virtual Workforce Management:**

There are certain points that managers must consider to protect performance and productivity in a management system based on performance choice:

- (i) **Accurate Conversation:** Managers must clearly communicate performance expectations to the top twenty percent, the middle sixty percent, and the bottom twenty percent of the performance choice-based management system. Goals and objectives should be measurable to the extent possible.
- (ii) **Individualized choice:** Once the goals and objectives are clearly defined at each level, employees are asked to opt for the plan, fully aware of the reality that their salary

will coincide with their career choices. Employees entering into an employment contract must be expressly advised that they will not be paid if their performance falls below minimum expectations.

- (iii) **Dispute resolution:** If there is a disagreement on performance, the superior's opinion is conclusive. When employees demand flexibility, there are costs to pay. The manager must do everything possible to prevent these confrontations from occurring.
- (iv) **Stay in touch:** Managers must be available to help and seek assistance from staff in need. Use instant messaging to keep employees in touch. You must have individual interviews to assess progress at least once every 30 days. Be a mentor as needed.
- (v) **Open about payment:** Payment should be as clear as possible. In a Performance Choice-based management system, you don't need to be silent about compensation. The supervisor can justify that the remuneration corresponds to an individual decision.
- (vi) **Provide flexibility:** Employees must have the flexibility to choose between a higher or lower level. The level chosen by the employees should not be stigmatized. The contribution of employees at all levels is critical to completing the picture.

### III LITERATURE REVIEW

- (a) Lu Hongze, Zhao Peng, Liu Shiwei (2021) [3] did study in the title of “Survey on Performance Assessment Methods in Internet-based Working”. The objective of this study was to analyze the appropriate performance appraisal method in Internet-based working, to identify the challenges of performance appraisal on Internet-based working, to investigate the objectives and principles of performance appraisal, the pros and cons of advanced performance appraisal methods. Data was collected using questionnaire and inquiry interviews. Data was analyzed using SPSS. A multi performance appraisal measure in Internet-based working is proposed. It showed that this method can be used for other organizations also. Findings showed that Internet-based working largely promotes human resource management by improving efficiency, simplifying process, reducing operating cost, simplifying process and realizing better collaborative across several departments and regional offices. However, the new working style caused the problem to evaluate employees' performance on the internet. It was concluded that the method can be applied to other organizations also.
- (b) Dubey Nishith, Sharma Monika (2020) [7] did study in the title of “Enhancing Employee's

- productivity by way of Performance Appraisal in the Retail Industry”. The objective of this research was to recognize the difficulties of the decade in retail sector with special reference to Bhopal, to analyze the effect of training in the performance appraisal of the workers, to investigate effect of training on employee’s turnover in retail sector. The research was descriptive in nature and used convenience purposive sampling. Data was collected using questionnaire. Findings showed that employees are committed and satisfied with their jobs. There will be a rapid growth in retail sector in the next decades and will have to be accomplished by providing high level of training and development to retail workers. It was concluded that for making the employees comfortable with companies products training is required, they became comfortable while interacting with strangers and making them to observe their body posture. Proper knowledge about what is being sold is the foundation of successful retail sales training.
- (c) Awan Sajid Hussain, Habib Nazia, Akhtar Chaudhry Shoaib, Naveed Shaheryar (2020) [14] did study in the title of “Success of Performance Appraisal System for Employee Performance with the help of Engagement”. The objective of this research was to identify the efficiency of a comprehensive performance assessment system in terms of employee productivity. Data was collected using structured questionnaire. Data was analyzed using confirmatory factor analysis. Findings showed the significant effect of PMSE and work engagement on work and contextual performance of workers. Also, complementary mediation of employee work engagement in the relationship between PMSE and employee productivity (in terms of task and contextual performances) was also supported. It was concluded that the research conducted in eight private sector banks of Pakistan provided information of relationship between performance, PMSE, EE and which are employee-related results of PMSE. Limitation was that the PMSE (comprehensive model) is not executed in the private banking sector of Pakistan that limits the research.
- (d) Anand Ashutosh Kr., Negi Yashpal Singh, Gangwar Veer P (2020) [18] did study in the title of “Impact of Performance Management System on Organizational devotion and workers efficiency and its connection to Periodical Performance Review: A investigation of Tehri Hydro Power Project”. The objective of this research was to analyze and identify the impact of performance appraisal on organizational commitment and employee performance in generating unit Tehri HPP of Tehri Hydro Development Corporation, to identify and investigate the process of performance assessment and management system followed by Tehri Hydro Development Corporation (THDCIL). Data was collected using self-administrated questionnaire with five-point Likert’s scale option. Data was analyzed using correlation analysis, multiple regression analysis and Cronbach’s alpha with the help of SPSS. Findings showed that performance appraisals system can provide good benefits for the organization and its employees if the performance appraisal system is properly designed and implemented. It was concluded that Organizational Commitment of workers and their productivity is influenced by processes of Performance Appraisal System. The employees get motivated automatically if they are appraised properly on the basis of their productivity using the performance appraisal system. Performance appraisal system supports both the workers and the organization in enhancing their productivity.
- (e) Ponmuthumari S. (2020) [19] did study in the title of “A research on efficacy of Performance management System in the Manufacturing industry”. The objective of this research was to analyze the performance appraisal system for employer of managerial grade of manufacturing sector, to investigate the efficiency and to provide suggestions from HR perceptive. Data was collected using questionnaire. Data was analyzed using ANOVA. Findings showed that better placement of employees will be achieved by an appropriately conducted appraisal process, provides role clarity and leads to job satisfaction which is a great motivating factor for an employee. It was concluded that for motivating and improving employee performance, performance appraisal system is an important tool. The appraisal system meets the objectives of appraisal system if it is accompanied with the employee’s participation from the first phase of the appraisal process till the final one. Participatory performance appraisal is acrucialpart of a fair and ethical evaluation of an employee’s productivity. Employee acceptance and satisfaction is strongly enhanced, when employees had a meaningful role in the appraisal process.
- (f) Al-Jedaia Yousif, Mehrez Ahmed (2020) [24] did study in the title of “The impact of performance appraisal on employees job performance in government sector: The mediating role of motivation”. The objective of this research was to analyze the effect of performance appraisal on job productivity focusing on the role of Motivation in the government sector in Qatar. Data was collected using survey questionnaire. Data was analyzed using Cronbach’s Alpha Coefficient, correlation coefficient and regressions with the help of Microsoft Excel, SPSS, AMOS. Findings showed that there is a significant correlation between employee’s performance and motivation. Human Resource managers of

companies may utilize findings to better help employees' motivation and performance. It was concluded that employee's motivation and job performance is impacted by the Performance appraisal purpose and Performance appraisal evaluation, while Performance Appraisal Criteria and Performance Appraisal Leadership is not impacted. Job performance has a correlation with Motivation, and it has effects on it. It can be stated that this research has statistically proved the impact of Performance Appraisal Purpose (PAP) such as development, training, rewards and recognitions on employees.

- (g) Tiwari Swati (2020) [34] did study in the title of "An Expository Analysis on the efficacy of the Performance Appraisal System of the Private Banks of Jaipur". The objective of this research was to identify the efficacy of Performance Appraisal System on variables like Rewards, Performance Improvement, Job Satisfaction, Culture & Retention in private banks of Jaipur, to examine Performance Appraisal Systems in banking industry. Data was collected using Close ended structured questionnaire. Data was analyzed using Means, standard deviation, coefficient correlation, linear regression & one sample t-test, Content validity and Cronbach's Alpha with help of SPSS. Findings showed that employees are satisfied with their job, and Performance Appraisal plays an essential role in this regard. It was concluded that though performance assessment system is correlated & effects the underlined dependent variables, then also there are some other reasons too for employee good productivity. Future research can be performed on other service sectors like: Healthcare, Telecom, Railways, Educational Institutes, Hotels & Hospitality, Insurance, On-line services, Travel & Tourism, Airways, etc. Performance Appraisal includes other HR Practices also like grievances, role - analysis, participation, decision making, training, internal-external mobility, trust, communication which can be considered for future studies. Demographic factors like experience, age, qualification & designation of the workers can also be considered for future study purpose.
- (h) Kumar N. Prasanna, Rao Dola Durga (2020) [36] did study in the title of "Impact of Performance Appraisal Practices on Employees Productivity in IT Industry". The objective of this research was to examine the performance management practices in the selected IT companies and to investigate the level of orientation by the companies. Descriptive research design was considered to perform the study and both primary and secondary data were used. Data was collected using structured questionnaire. Data was analyzed using chi-square test. Findings showed that there is a significant relationship between the orientation and performance appraisal practices provided by the organization.

It was concluded that the performance levels of any company depend upon the contributory aspects of its human resources in the form of employee productivity. There is an urgent need for the companies to focus on the proper practices of performance assessment of their employee's performance. There are several linking factors for the outcomes of the performance management practices in the form of job role enhancements and salary increments. There is a crucial need on part of the industry to provide the orientation towards the performance standards for their workers and thereby making them to achieve the bench marking standards. This will increase the satisfaction level of the workers towards the management practices and objectives.

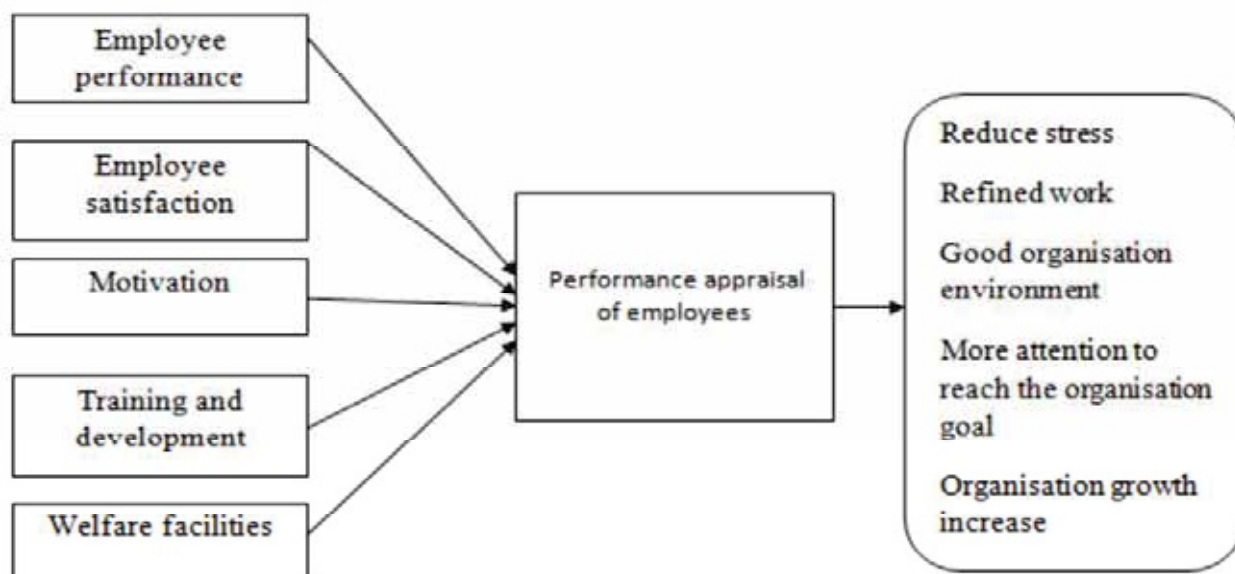
- (i) Kaushik Nitika, Arora Poonam (2020) [42] did study in the title of "Performance Appraisal in the time of New Normal". The objective of this research was to examine the effect of Covid -19 on performance assessment of workers, to recommend an approach to manage the performance evaluations of remote working employees. Data was collected using past researches, internet, books and various research papers and articles published in journals. Findings showed that as pandemic hitting the world from various directions, organizations are exposed to new difficulties like closing down the offices and decreasing the business operations. Due to this many reputed companies have taken the decisions to either defer the appraisal cycle or go for muted pay increments or choosing for remote working. However, many managers are arguing against managing an expanded remote manpower. It was concluded that changing performance appraisal philosophy to align with this change and adopting performance assessment for new normal is critical for companies in order to flourish. Limitation was that this study was based on secondary data, more methods of data collection can be considered for future study. The present study can be expanded for comparison between performance assessment of remote working manpower and workers working within companies.
- (j) Jyoti, Mohsin Farhat (2020) [43] did study in the title of "Modern Practices and provocations of Performance Appraisal System in HEIs: A Review". The objective of this research was to scrutinize the present practices, hurdles and difficulties of the performance appraisal system in higher education sector. Data was collected from various sources like published research papers, journals, articles. Findings showed that there has been a significant increase in the number of universities for the betterment of the society and the economy, therefore, the way to empower the man power is to examine the productivity with timely intimation of the results

or the development plans required for the desired outcome to sustain the human resources. It was concluded that growth of the higher education institutions depends upon the successful execution of the performance appraisal system which are manifested by comparing present level with past performances. Performance management is a complicated, continuous and

realistic reality. It also states that the demand for a fast-changing higher education environment can be enlarged through strategic staff enlargement initiatives. By formulating PM procedures, universities can enhance or increase the overall productivity of the university as well as individuals along with the accomplishment of individual and university objectives.

#### IV PERFORMANCE APPRAISAL

##### (a) Conceptual Framework:



Source- Google image

This is the conceptual framework for performance evaluation. This framework contains the selected variables: employee performance, employee satisfaction, motivation, training and higher education, as well as social institutions, which were selected from the literature review and cited articles.

- (i) **Employee Productivity-** Employee performance is defined as when a person performs well with their duties and responsibilities at a job. High employee performance leads to a developed organization and greater opportunities for employees than low performers (Vans Cotter, 2000).
- (ii) **Worker's Satisfaction-** Through performance appraisal, they can assess the job satisfaction of the organization's employees. By grade or grade, they might evaluate your performance and concentration, your work schedule, and then assume that all of these factors determine your job satisfaction.
- (iii) **Employee Motivation -** Motivation is the factor that has the greatest impact on employee performance in the organization. Both monetary and non-monetary

trajectories are considered motivations. It will give the organization a greater impact on employee performance. As part of the performance evaluation, they know the motivational factor that has been implemented by the organization and the positive changes that result from the motivational factor.

- (iv) **Training and Development-** Training and development is about the HR function that makes the organization work better. Managers analyze employee performance and provide training based on their ability to better improve their job performance. Therefore, performance appraisal is very important to provide effective development training for both the employee and the organization.
- (v) **Well-being Facilities -** Social facilities are necessary for employees to effectively carry out their work in the organization. Social benefits provided in the organization, such as drinking water, meals, first aid, bathrooms, vacations, travel facilities, free credits, rewards and promotions, etc. the organization. So only employee performance increases fairly. The expected

results are: Reduction of stress, refined work and a good organizational climate, more attention to the achievement of the organizational objective and increased growth of the company.

## V FINDINGS

Accordingly, this paper underlined the influence of novel corona virus on performance appraisal of workers and propounded managers performance management approach to supervise the performance assessment of manpower. As there is so much unpredictability about how 2021 will turn up, it is on us business leaders to assist our employees with the correct tools and measures to undergo the circumstances and overlook the provocation. It is being suggested that swapping performance management notions to line up with this change and accepting performance management for new normal is condemnatory for companies in order to flourish.

## VI CONCLUSION

It is understandable that at this time of unpredictability, there would be some extensive and possibly long-running effect to our work practices. As pandemic striking the world from numerous directions, organizations are uncovered to new provocations like closing down the offices and bringing down the business functioning. Due to this many distinguished companies have taken the choice to either put off the appraisal cycle or go for reduced salary increments or choosing for working remotely. Nevertheless, numerous managers are proclaiming against managing a predominantly remote manpower. According to them if huge numbers of employees are operating remotely, close supervision is not even an alternative. Managers are bothered about the productiveness consequently as an alternative to this condition they are inspecting for new methods of evaluating the performance of workers. This is done to preserve the productive workers and to keep up the stability between private and work life of the workers, which is very crucial to this time of catastrophe. As it turns out, providing freedom is a satisfactory thing. Accordingly, performance choice-based approach is being suggested to the managers.

## VII RECOMMENDATIONS

With the start of pandemic, the probe appears of supervising remote working employees. If organizations have substantially remote manpower, close overseeing will be a demanding piece of work for managers. There are particular suggestions for the managers to accord with performance appraisals and its effect on remuneration and withholding of productive workers and the altogether confidence of employees.

- (a) **Reconsidering expectations:** Managers should reconsider their assumptions for how to get the task done. There should not be any inflexible frontiers for achieving the assignment. Managers should give pliability to the workers to accomplish the job and should focus on the outcome.
- (b) **Improving the employee confidence:** Managers should be effectual in establishing the employee confidence. Short-term communication cycle times assists in maintaining the employee experience.
- (c) **Utilizing continuous and micro training:** In the course of covid crisis where remote working has set off the new normal learning should not come to an end. Utilization of micro learning is more effective in this new condition. There should be focus on providing brief lessons on a single topic in 5-10 mins fragment. Workers should be empowered to pick out their own topics for learning.
- (d) **Shared Guidance:** Allocate buddies and peer coaches to give mutual assistance to workers. This will intercept the managers from becoming drained by managing the doubts of all team members. Workers could be arranged into matches and a companion or a peer coach can be allocated to them. Hence, authority can be shared among the employees.
- (e) **Explicating tone and voice as illustrative of straight response:** It is hard to recognize the inner cues of remote working employees in contrast to the one when manager and workers operate in same room. Managers must appreciate proxy measures such as tone and voice of workers in video communication. If manager understands his workers, switch in these figures will assist him discover quickly that an employee requires some extra help.

## VIII LIMITATIONS & SCOPE FOR FUTURE RESEARCH

- (a) This study is built on secondary data; additional methods of data collection can be investigated for future research.
- (b) The present study can be expanded for differentiation in the middle of performance appraisal of remote working employees and employees working in the organizations.

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