

A Study on Emerging Strategic Performance Management Trends for a Competitive Advantage among IT Employees in Post Covid'19

E. Nivedha¹, Dr.M.N. Prabadevi²

Abstract

Due to the COVID-19 pandemic, the economic condition of the country has faced a great downfall and millions of employees have lost their jobs. However the IT sector initiative “ Work from Home” is a saviour for many companies which would have otherwise shut down in this crisis. It is becoming the “New Normal” now. The study aims to bring out various emerging strategic performance management trends in post COVID-19 situation. In this study both primary and secondary data have been used. Primary data was collected from 55 respondents. Statistical tools are used for analyzing the data such as Chi-square test, One-way Anova and frequency. This paper puts light on the various strategies which can be followed by the employers to improve the work performance of the employees during pandemic situations.

Keywords: COVID-19, performance management, IT employees.

Introduction

The COVID-19 has been the worst pandemic humankind have ever faced, and still, we are not sure when it will be completely eradicated. On one hand, this pandemic had the worst effect on various sectors making millions of employees unemployed, being the reason for many companies to shutdown but the IT sector survived during this pandemic as employees started working from home, This has led to the reduction lot of maintenance cost in the IT sector industries.COVID-19 paved the way for redesigning the workspace by keeping the health and safety of the employees as a priority. This redesigning of workspace has been possible due to various latest technology which kept everyone in touch and helps in creating the replica of the office workspace. As no one is aware when the situation is going to normalize, So the companies are coming up with various methods to adapt to the current scenario to continue the production. For employers, it has been a great task to keep the employees work performance stable and to keep them motivated as there are a lot of troubles in working in this new trend of home office such as lack of communication with teammates, lots of distraction, no proper working hours, Failure in maintaining work life balance etc. This paper will focus on the emerging strategic performance trend to keep the employees working without affecting productivity.

Review of Literature

¹ Research Scholar, SRM Institute of Science and Technology, India, elangovannivedha18495@gmail.com

² Associate Professor, SRM Institute of Science and Technology, India, prabadem@srmist.edu.in

Herman Aguinis (2019a), stated that performance management is an ongoing process that has to be aligned with the strategic goals of the organization. He further adds that there is a big difference between performance management and performance appraisal which has to be understood. Performance management does not mean evaluating the employees once in the year that is performance appraisal. Performance management is related to providing coaching and feedback to the employee so he can improve his performance eventually. Performance appraisal is part of performance management.

Antino De Lucas Ancillo (2020), emphasize on reinvention of the workplace with priority to the health and safety of the employees, and this will be possible with the help of latest technology.

Thanuja et al. (2020) proposes that post COVID-19, Organization has to shift towards human centric approach. HR manager have to motivate his employees and make them productive and efficient, which is only possible when they learn new skills, develop new expertise and leave behind some old practices.

According to **Herman Aguinis, Jing Burgi-Tian(2021b)**, the COVID-19 pandemic resulted in talent management challenges due to layoffs, salary freeze, pay reduction etc. A lot of the employees have become unemployed during this period. This made many organizations drop down the performance evaluation and review which has created talent management challenges. These issues have to be addressed to survive this crisis.

Dr. Mruthyanjaya Rao Mangipudi et al. (2020) states that no one fits all performance management systems. To develop a system which supports all the industries all the industry should come together to design that type of ISO model performance management system based on annual review and feedback.

Objective of the Study

1. To understand the point of view of employees on their work performance while working during this pandemic situation.
2. To examine how employers can assist the employees to improve the work performance in post Covid'19 situation.
3. To know the challenges faced by the employees in adapting to current trends.

Limitation of the Study

1. The sample size was limited to only 55 respondents.
2. The area of the study is limited to Chennai city.

Research Methodology

A quantitative method with a descriptive approach is used in this study.

This study depends upon the responses which is collected from the employees working in the IT sector across TamilNadu who are working from home. Primary and secondary data is used for the research study. Primary data will be collected through a structured online questionnaire. Secondary

data is collected from related Journals and articles. An nova method can preferably be used to analyze the data in this study.

Sampling Details

1. **Targeted population:** Employees working in the IT sector across TamilNadu who are working from home.
2. **Sampling Unit:** Individual IT employee.
3. **Sample Size:** 55
4. **Sampling Method:** Snowball sampling method is used.

Data Analysis and Interpretation

H0: There is no association between employee's experience and their work performance in pandemic.

H1: There is association between employee's experience and their work performance in pandemic.

Table 1.1.

Chi-Square Tests			
Statement	Value	df	Asymp. Sig. (2-sided)
Work Productivity	6.904 ^a	3	.075
Performance Evaluation	6.465 ^a	12	.891
Fair review of work performance	10.612 ^a	12	.562

Source: Primary Data

Interpretation

- For work productivity the calculated value (0.075) is greater than the table value (0.05).
- In case of Performance Evaluation the calculated value is greater than the table value (0.891>0.05).
- For Fair review of work performance the calculated value (0.562) is greater than the table value (0.05).

The above results reveal that the calculated values for work productivity, performance evaluation and fair review of work performance (0.075,0.891,0.562 respectively) are greater than the table value (i.e 0.05). So the Null Hypothesis (H0) is accepted. Hence, it can be concluded that there is no association between employee's experience and their work performance in pandemic.

H0: There is no difference between designation of the employees and their work productivity

H1: There is difference between designation of the employees and their work productivity

Table 2.1.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Work productivity	Between Groups	2.044	4	.511	2.633	.045
	Within Groups	9.702	50	.194		
	Total	11.745	54			

Source: Primary Data

Interpretation

The calculated value is lesser than the table value ($0.045 < 0.05$). **So, the Alternative Hypothesis (H1) is accepted. This shows that there is difference between designation of the employees and their work productivity.**

H0: There is no difference between designation of the employees and availability of the required facilities to do their work.

H1: There is difference between designation of the employees and availability of the required facilities to do their work.

Table 3.1.

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Availability of the required facilities	Between Groups	.760	4	.190	.981	.426
	Within Groups	9.677	50	.194		
	Total	10.436	54			

Source: Primary Data

Interpretation

The calculated value is greater than the table value ($0.426 > 0.05$). **So, the Null Hypothesis (H0) is accepted. This shows that there is no difference between designation of the employees and availability of the required facilities to do their work.**

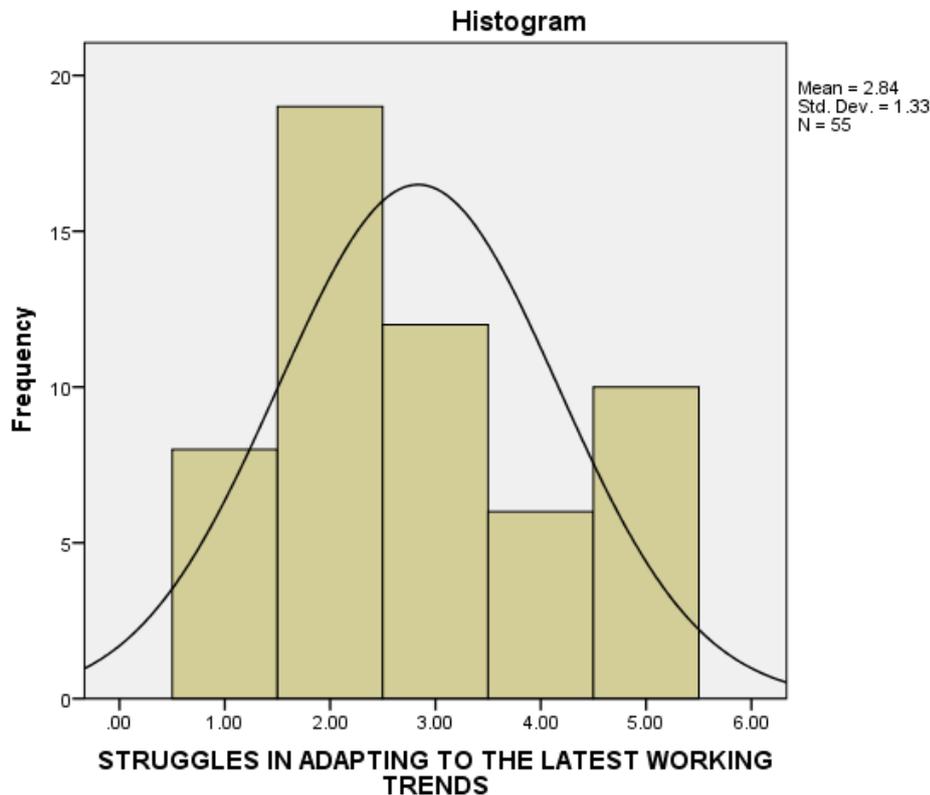
Struggles faced by Employees in Adapting to Current Work Trends

Table 4.1

Statements	Frequency	Percent
Lack of communication	8	14.5
No fixed work timing	19	34.5
Lots of distraction	12	21.8

Failure in maintaining work life balance	6	10.9
Network Connectivity	10	18.2
Total	55	100.0

Source: Primary Data



Interpretation

Among the various struggles that were given to the respondents majority of them (34.5%) responded that there is no fixed work timing. This indicates that high number of employees face the problem of inconsistent work timings.

Conclusion

The primary data collected from the respondents indicated that the employee's experience do not influence their work performance in pandemic. Further it shows that employees work productivity is affected by their designation. On the other hand, the results reveal that employee's designation do not influence the availability of the required facilities. Based on this study we can conclude that this pandemic made the IT sector to redesign it's whole working system in order to have an uninterrupted productivity. So during the post covid period the performance management can be improvised mainly by redesigning the work place with priority to the employees health and safety. All these can be achieved by proper implementation of digitization.

References

1. Aguinis, H. (2019a). *Performance management* (4th ed.). Chicago Business Press.

2. de Lucas Ancillo, A., del Val Núñez, M. T., & Gavrilá, S. G. (2021). Workplace change within the COVID-19 context: a grounded theory approach. *Economic Research-Ekonomska Istráivanja*, 34(1), 2297-2316. doi:10.1080/1331677X.2020.1862689
3. Rao, M., Prasad, D. K., Vaidya, D. R., & Muralidhar, B. (2020). Evolution of Performance Management Systems and the Impact on Organization's Approach: A Statistical Perspective. *International Journal of Management*, 11(5), 935-947.
4. Aguinis, H., & Burgi-Tian, J. (2021). Talent management challenges during COVID-19 and beyond: Performance management to the rescue. *BRQ Business Research Quarterly*, 24(3), 233 - 240. Doi: 10.1177/23409444211009528
5. Thanuja, & Biju, Gregory & Shaji, Christina & Chandramana, Sudeep. (2020). Rethinking HR Strategies for the Post-Covid Workplace.
6. <https://doi.org/10.6084/m9.figshare.13332380.v1>
7. Deloitte. (2020). Digital transformation through the lens of COVID-19. Deloitte Insights.<https://www2.deloitte.com/us/en/insights/topics/digitaltransformation/digital-transformation-COVID-19.html>
8. Forbes. (2020). 5 Predictions about how coronavirus will change the future of work. Forbes. <https://www.forbes.com/sites/tracybrower/2020/04/06/how-the-post-covid-future-will-be-different-5-positive-predictions-about-the-future-of-work-to-help-your-mood-and-your-sanity/?sh=1baaf6043e22>
9. Gartner. (2020). 9 future of work trends post-COVID-19. Gartner. <https://www.gartner.com/smarterwithgartner/9-future-of-work-trends-post-covid-19/>
10. Harvard Business Review. (2020). Workforce strategies for post-COVID-19 recovery. Harvard Business Review. <https://hbr.org/sponsored/2020/05/workforce-strategies-for-post-covid-19-recovery>
11. McKinsey. (2020). Reimagining the Office and Work Life After COVID-19. McKinsey & Company. <https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-office-and-work-life-after-covid-19>
12. Robin Wauters. (2020). 38% of European tech firms have frozen most or all recruitment as the pandemic rages on: study.tech.eu. <https://tech.eu/brief/38-of-european-tech-firms-have-frozen-most-or-all-recruitment-efforts-as-the-pandemic-rages-on-study/>
13. World Economic Forum. (2020). A guide to thriving in the post-COVID-19. workplace. World Economic Forum. <https://www.weforum.org/agenda/2020/05/workers-thrive-covid-19-skills/>