Performance Management Post Pandemic-A Discussion
Safety and efficiency balance

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Abstract*– The purpose of this paper is to discuss the impact of Performance management through post pandemic, Performance Appraisal is the process of assessing the accomplishments of workforce & to acknowledge their capabilities for facilitating development. Performance evaluation is one of the areas in Human resource management which is considerably affected by the spread of pandemic severe acute respiratory syndrome corona virus. Performance management is an innovative way of life, in an efficient manner and achieve organizational sustainability.*

Approach *– The paper presents a discussion based on secondary data,*

Conclusion*– The study concludes that airline service Performance management practices involve greater commitment and involvement in their working style. Post pandemic has make people to work from home and from the positive side employees were able to give more time to their work in spite of their home related constraints. It is also understood that peer interactions, and interpersonal communication virtually has some issues and, empowerment of staff, better quality services to customers, better rewards and recognitions of staff has a greater impact on employees thereby attaining organizational growth*

Practical implications *– This research has implications for organizations that aim to bring greater adaptability in performance management practices with fair and justifiable evaluation of employees that instills employee satisfaction and organizational sustainability*

Originality/value *– The paper contributes to the understanding of how Performance management strategy is adopted post pandemic and its implications on organizational growth and sustainability*

Paper type*- conceptual study*

Keywords*: performance Management, Post pandemic, organization, employee commitment, work from home, virtual working.*
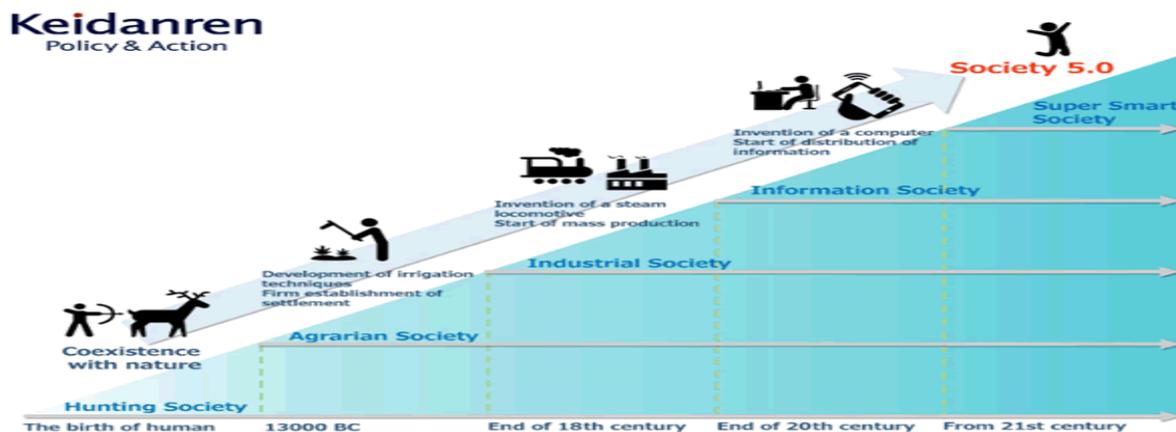
I.   Introduction

Post pandemic is expressed with innumerable facets that include managing layoffs, organization restructuring, making urgent financial decisions, ensuring employee wellness, adhering to government regulations, and become accustomed to a newer, remote way of working. It has become essential that HR managers learn from global best practices to tide over these uncertain times and prepare their organization for long-term growth and transformation. Most of the global organizations are working towards retraining the employees. At one global professional services company, for example, top management dramatically accelerated project delivery schedules for its newly remote teams. This forcing mechanism deliberately inspired greater communication, coordination, and collaboration expectations for team members. At the same time, however, the company created a complementary buddy system to help ensure that more isolated and/or introverted employees felt connected. Tech support migrated from a back-office help-desk function to a digital project facilitator and enabler for global teams with demanding deadlines.

Performance Management

Is a progress oriented strategy which helps managers to get to the real reason of employees spirit by providing them with their true core drives, and furnish them an understanding of how that leads to their visible behaviour 'within an organization-towards an organization. Employee engagement can happen when employees see an opportunity to learn and grow in an organization. Employees are happy and satisfied when they feel they are contributing their talent towards influencing business growth. They feel good when they realize the manner in which their strengths impact the greater mission of the organization.

Industry 5.0 with digital technologies creates a new paradigm in manufacturing and supply chain management. Machine learning and artificial intelligent analyze big data in manufacturing to solve complex problems. In the modern business with a rapid technological advancements and globalizations IoT and Industry 5.0 phenomenon are major requirement of competitive advantage and economic growth

Post pandemic has brought about many changes in human life, Industry 5.0 is basically aimed at transformation from industrialization as Germany adopted earlier industry 4.0 but today pandemic has instilled upon digitalization, and it aims at complete transformation of society through digitalization as earlier it was through industrialization. There are many challenges that have to be faced by the industry to bring about changes in the way those new normal demands.

The evolutionary aspect of the Society 5.0 concept as introduced in the 5th Science and Technology Basic Plan of Japan – source: Keidanren paper (PDF opens)

II.   Review of literature

1.   **Owens and Hekman (2012)** proved that empathetic leadership provides a model manager's support and understanding improve employees.
2.   **Astuty & Udin, (2020)** Perceived Organizational Support and transformational leadership had effect on affective commitment and employee performance
3.   **Devendhiran and Wesley (2017)** claimed the results of their study are in line with a broader set of studies that tested or proposed increased positive influence on workers which led to greater creative endeavors, and that leader behavior could enhance this affective status.
4.   **Kock et al. (2019)** stated that empathetic leadership could improve daily innovation behavior through or mediated by job satisfaction.
5.   **Kock et al., (2019).** Innovation can be a major component of corporate strategy because it plays an important role in business performance and the creation of wealth
6.   **Barsh, (2008).** Innovation is closely related to the performance of companies in both the manufacturing and service industries and the entire economic sector. The ability to create and launch new products in the market is a performance driver for a successful global strategy. Thus, innovation has a positive influence on the effectiveness of organizational performance. Empathetic leadership will improve organizational performance mediated by daily innovation behavior

Objectives of the Study
●   To study performance management post pandemic
●   To identify strategies for organizational sustainability

Methodology of the study
Nature of study: Descriptive
Sources of Data: Secondary sources such as surf engines, journals, discussions
Limitations of the study
●   Time is one of the limiting factors
●   Only secondary source has been adopted for the study
●   Many dimensions can be explored for this study

Organizational Perspective
        Working has blurred the work and home boundaries, while some say that productivity in fact has increased, owing to the accompanying flexibility of working from home. But how flexible is remote working? It appears not as much, given the associated well-being costs of said enhanced productivity. Preparing appropriate

communications for the employees in advance. Organization's task is to provide a constructive response, and not a chaotic communication with employees, or no communication at all.

Performance management post pandemic

Wider adoption of tools that continuously gather employee feedback and enable managers to work collaboratively with employees to set development goals and objectives that clearly connect those individual intentions to the strategic goals of the company, reinforcing universally shared goals and objectives. Approach to performance management is based on the understanding that regular, meaningful conversations between managers and employees lead to better results and higher engagement for everyone. Managers are expected to proactively schedule and structure these meetings throughout the year to minimize the stress associated with one-time, high stakes, end-of-year performance appraisals. Focus on outcome rather than the process is slowly taking over organizational ideologies as enterprises are rooting for objectivity and looking beyond a simple checklist

Strategies to be adopted for organizational sustainability

Organizations must adopt fair and justifiable appraisals though new normal brought about challenges, the virtual world has also brought new opportunities on platter to the employees and organizations.

Performance incentives have to be adopted in the new normal, As most of them especially IT sector is working from home and employees need continuous motivations and incentives for attaining required targets.

Behavioral change has been the most bothering aspect for many organizations as there has been a shift from office culture to home based office to tackle this shift high level online seminars, interactions, and understanding and balancing the temperaments or behavioural aspects to be understood and managed.

III.   Conclusions:

1. Technology must am at positive societal transformation rather than just a hurdle to the society
2. Digitalization in most of the essential areas is a must and must be done with greater sustainability
3. Safety and security of the nation has to be the top priority such as health care, (mental, physical and spiritual) as pandemic brought more disruptions in the human society. Digitalization such as IOT, big data, cyber alert, AI(Artificial Intelligence), Machine Learning etc.
4. Ecological Balance for the next generations to receive the benefits of nature
5. Being alert on digital crimes and taking actions on them
6. Clean and green society to face any kind of viruses in future
7. Analyzing employee behvioural change and providing positive and inspirational discussions to be initiated in order to make employees prepare for the unforeseen consequences like pandemic or covid19.
8. Performance management has to be planned, directed, implemented and monitored for rewarding employees rather than punishing because the present situation is an unknown and uncertain environment which has been faced by both organizations and employees, thus creating a positive appraisal will bring in more employee engagement and commitment towards the work and organizational sustainability

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