

# **The Impact of The Employee's Communication and Work Interaction during the Covid-19 Pandemic on Work Behavior and Employee's Productivity: Study on Banks, Restaurants, Manufacture, Education Technology**

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*Abstract:* The COVID-19 virus was found in Wuhan China in December 2019, and it forced organizations across the globe to adapt their employees' work interactions. Most countries had required and encouraged their people to do WFH (work from home) during the COVID-19 pandemic. After the pandemic, the organizations had to readjust their work processes and people interactions to a new normal. The question is how those changes during WFH impact work performance and work behavior. This paper studied how the changes of work interaction and employee behavior during WFH impact work productivity in the new normal. By using a qualitative study on the 18 samples collected from Banks, Restaurants, Manufacturers and Education Technology Companies, it concludes that work interaction processes during the COVID-19 pandemic in all companies had become more complex, except in the National Bank. After the COVID-19 outbreak or NEW NORMAL most sample companies adjusted their work targets and accepted new employees' behaviors, except manufacture and National Bank.

*Key-Words:* - COVID-19 Pandemic, Performance Management Process, Performance Measurement, Employee's Work Behavior, Work Productivity, Work Interaction, Work Complexity.

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## **1 Introduction**

Performance management is described as a process to identify, measure, develop, and align individual and team goals with organizational goals, [1]. Good performance management may help a company to improve the performance of its employees by increasing productivity and teamwork in producing products and services. To achieve its organizational goals, a company has to have effective strategies and methods for managing the performance of its employees, [2].

The COVID-19 virus was found in Wuhan China in December 2019, and it forced organizations across the globe to adapt their work patterns. The COVID-19 pandemic has changed the work activities and behaviors of most companies, where employees were encouraged and required to do WFH during the COVID-19 pandemic by the government, [3]. To support the government regulations, some companies asked their employees to work fully from home, some asked them to work from home only at the beginning of the pandemic,

and some let them work with a roster where all employees had their weekly work schedules. Therefore, most companies had to make some adjustments and did Human Resource Development (HRD) interventions in the COVID-19 pandemic context, [4].

In India, it was difficult for employees to work at full capacity during the pandemic as most of them were working from home and it was also difficult to get them to work because public transportation was not available, [5]. Meanwhile, in Indonesia, the government did not ban the manufacturing companies from operating as they produced foods or other products which were vital for the population to operate their businesses onsite. For service companies such as education institutions, retail companies, and other companies in which the operations can be done online or which are not considered vital for society, had to do their activities online.

For the companies that applied WFH, the HR managers had difficulties monitoring the

employees' activities and maintaining teamwork among the employees since they could not oversee their work. Meanwhile, the employees themselves could lose focus on doing their work and have lower productivity when they were doing the job activities from home. The pandemic changed the teamwork because all of them had to work from different locations. Some of them worked from home and some others worked from remote areas which could only be contacted by Internet or phone. When the government stopped the WFH regulation, people were expected to return to a form of normality. They readjusted their employee engagement strategies and reassured the teams to return to work with full motivation in their organizations, [6].

## **2 Research Problem, Research Objectives and Research Benefits**

### **2.1 Research Problem**

The challenges of the employees during the COVID-19 pandemic increased. Most of them had to measure employee performance with the disruption in the work implementation, [7]. They had difficulty assessing employee performance and often had to abandon the novelty and complexity of this situation. Disruptive communication, family distractions, and work overload stress factors during the COVID-19 outbreak could reduce the employees' performance, [8]. In addition, managers' capability to manage a remote team could affect employees' performance [9].

Furthermore, with the changes in work patterns and the work environment in the companies during the pandemic, the companies had to make some adjustments in their work processes. The performance measurements used before the COVID-19 era were no longer relevant to be applied because the work activities and interactions among employees had changed. With the internal changes in the organization and the external business environment, some performance management factors could no longer be applied in this new situation. The question was how it could work during the COVID-19 period. Were there any different performance factors applied online in banking and manufacturing industries before, during, and after the COVID-19 pandemic?

### **2.2 Research Objectives**

Based on the above explanation, the research objectives are to study:

- a. How the work complexity and the employee's interactions during the WFH in the COVID-19 pandemic affect the employee's work behavior and employee productivity?
- b. How do the changes in work behavior and work productivity during WFH in the COVID-19 pandemic affect the work behavior and work productivity after the COVID-19 pandemic?
- c. How did the COVID-19 pandemic change the intensity of IT applications?

### **2.3 Research Benefits**

The authors expect that the information provided in this research will be useful for companies that want to improve their employees' performances. It is also expected that this research will be useful for students who are doing management research related to the COVID-19 pandemic.

## **3 Literature Review**

This chapter discusses the understanding of performance appraisal and performance management as well as the implementation of those two aspects in Indonesia.

### **3.1 Performance Measurement**

There are two types of performance measurements: performance appraisal and performance management. A performance appraisal is a way to measure an employee's work performance and one's overall contributions to an organization every year by using a rating system, [10]. In implementing performance appraisal, there are potential problems that might arise. Managers tend to give the rate at the center point, often known as the "central tendency", to avoid conflict with their subordinates. The consistency and impartiality of evaluation ratings, which may be influenced by gender, ethnicity, and the appraiser's own evaluations, are of relevance, [11], [12].

Different from a performance appraisal, [13] claimed that performance management is a strategic concept. It is used to achieve strategic organization goals rather than accomplish short-term goals. Performance management is used by an organization to ensure an increase in the company's performance and competitive advantage. The goal of performance management is also to ensure that the employees are able to do their jobs efficiently, [14]. Performance management is not only intended to review the performance of the employees on a timely basis but also to ensure that employees of all levels are able to conduct the jobs that are assigned

to them to achieve the goals by allocating resources and giving coaching to increase the employee's capability to do jobs, [15].

According to [16] the key to successful performance management is to identify the hard and soft competencies for work. The central tenet of a strong performance management program is that it can help businesses achieve greater success and assist employees in performing well and growing professionally. The major activities of performance management are to set goals, give continuous feedback and evaluations, develop competencies, implement career planning and development, as well as build a culture, process, and system, [16]. The process of the performance management is described in Figure 1 (Appendix)

Research done by [17] indicates that a good performance management process requires four basic components: the skills and knowledge of people, adaptable systems, and cultures. In addition, [17] selected people, processes, and systems as the three most significant components of the four identified critical elements.

### **3.2 Performance Appraisal and Performance Management in Indonesia**

The Evolution of Performance Evaluation Before and during COVID-19

The evolution of performance management has a long and winding history and journey. Employee performance management is not a new concept. There have been several breakthroughs in performance management in the 20th and 21st centuries. However, some firms continue to analyze employee performance using outmoded approaches, which is called performance appraisal, [1].

Many Western management consulting companies came to Indonesia and introduced performance management concepts. Since that time, numerous firms have abandoned performance appraisals in favor of more continual feedback-driven approaches, [18].

Roughly in 2010, performance management continued to evolve. Companies began replacing traditional hierarchies with more egalitarian work environments, forsaking yearly performance assessments in favor of continuous feedback. This resulted in an open, egalitarian, and constructive performance management approach that solicits feedback from different sources and examines multiple employee attributes. According to [19] employee empowerment is the future of performance management. The human resource departments will empower workers by providing opportunities for learning and development,

participating in continuous performance management, maintaining forward-focused performance dialogues, and being adaptable to global developments. When employees are content and feel like they are contributing, improved business outcomes are inevitable, [20].

[7] argued that firms must maintain their performance management process throughout the current COVID-19 crisis. They should give strategic instructions to their employees, collect meaningful business data, and give feedback. However, due to the COVID-19 pandemic, some firms have been drastically reducing or even abolishing performance management. Given the numerous aims and benefits of performance management for individuals and organizations, this decision is more detrimental than beneficial. The solution is not to stop measuring performance, but rather to adapt performance assessments to the new conditions.

As of now, the performance management method is commonly used in many companies around the world, including in Indonesia and the Netherlands. Usually, the purpose of using performance management is to facilitate an open dialogue between employees, management, and the entire company so that everyone feels more supported and involved, not disconnected from their work and its role within the organization, [21].

In 1995, the application of electronic performance management was started in Indonesia. PT. Indonesia Port I Belawan Branch, for instance, is one of the companies in Indonesia that apply electronic performance management. Electronic performance management is a digital system for evaluating employee performance. The system is connected to employee salaries, as they are now based on performance and goal attainment. With this system, the work of all employees, from the highest to the lowest level, can be monitored quantitatively and openly.

### **3.3 The Implementation of Performance Evaluation during and after the COVID-19 Period**

As mentioned previously, the work-from-home condition during the COVID-19 period disrupted work conditions. When both spouses work from home and the children also have online classes, they must facilitate their learning from home. This condition brought significant changes in work interactions and communication for employees, as they became more complex. Creating a balance in the interactions and communication between office matters and family matters may reduce the work productivity of the employees. So, striking a balance

between fulfilling work requirements and family concerns became another task for the employees which could also lead to burnout, [5].

In facing the COVID-19 work conditions, an HR manager must adjust how to measure employees' performance due to changes in the work conditions during the period. Before the COVID-19 period, it was easier to monitor the work activities of the subordinates, but during the COVID-19 period, many activities had been changed.

## **4 Research Methodology**

### **4.1 Research Paradigm and Research Strategy**

In general, there are six research paradigms that are commonly used: positivism, post-positivism, interpretivism, critical theory, constructivism, and participatory, [22]. This research used a qualitative analysis with a constructivist approach. It was categorized as inductive research, in which the data was analyzed and interpreted to describe the situation.

### **4.2 Research Process**

The research process is divided into three stages: preliminary research, data collection and data analysis. Figures 2 (Appendix) describes the stages of the research process.

### **4.3 Unit of Analysis**

The unit of analysis in this research was companies in which employees were chosen as samples, which included: employees working at national banks, online banks, rural credit banks, restaurants, two education technology companies, and one manufacturing company. It was expected that the sample companies used different types of performance measurements, which included performance appraisals and performance management.

### **4.4 Time Horizon**

The time horizon of this research was cross-sectional, as data was only collected once while conducting it. The total time span of approximately six months, with one month being spent for the data collection and analysis.

### **4.5 Sampling Method**

A non-probability sampling method was used, by which the author chose the target sample based on the subjects' availability, subjective assessments, or

other non-statistical reasons. There are four types of non-probability sampling methods: judgment, snowball, convenience, and quota sampling. In this research, the judgment sampling method was selected, where the individuals were chosen based on their capabilities to give relevant insights and understandings of the topics.

Eighteen samples were collected from two banks and restaurants, six samples from manufacturers, and four samples from start-up businesses. Overall, the total management levels interviewed consisted of four HR managers and four general managers, who worked at different companies.

The primary data was collected by using semi-structured interviews. To make sure that the data and information collected were accurate and provided realistic insights, the authors selected interviewees who were working at the companies. Some of the interviews were conducted face-to-face and some others were done using WhatsApp and Zoom.

The secondary data was mostly used to support the primary data. Although it is a faster and more cost-efficient method in comparison to primary data collection.

### **4.6 Data Analysis**

The data was processed and analyzed by using manual coding because the number of interviews was not too many and it was still manageable to be processed by using manual coding. This research used a thematic analysis, which is a technique to study qualitative data that includes searching over data to locate, evaluate, and report recurring patterns, [23], [24], [25]. It is used to describe and organize data by giving interpretations in the code selection processes. Flexibility in application is a defining characteristic of thematic analysis. It deals with concepts of how to do data coding, do a theme search and refinement, and report generalization findings relevant to many different qualitative procedures.

A thematic analysis is an excellent initial analytic technique for qualitative researchers, [25]. However, like with any research or analytical approach, the decision to utilize a thematic analysis is based on the objectives of the study rather than a desire to choose an easy-to-understand style of analysis. A thematic analysis is a suitable and effective technique to employ to comprehend a group of experiences, ideas, or actions throughout a data set, [25].

## 5 Result and Analysis

### 5.1 Performance Measurement Process during the COVID-19 Period

The performance measurement processes are analyzed into different groups:

#### 5.1.1 Performance Measurement at Restaurants and Rural Credit Banks

Working online during the pandemic caused problems in communicating, monitoring, and managing employees' performance and Internet connections as stated by a restaurant manager as follows:

*"...With the presence of the COVID-19 pandemic which forced us to work from home and online, of course, it caused new problems and challenges. For example, in terms of monitoring the work performance of employees, we faced disrupted communication. However, after the COVID-19 period, it is back to normal, even though the productivity is going down (Restaurant Manager)."* Meanwhile, a manager of a rural bank said that:

*"...The problems and challenges experienced in performance measurement during the COVID-19 pandemic were obvious because the evaluation process was more difficult, but after the COVID-19 period, everything was back to normal with a slight adjustment in the performance target ..."*

The performance process and feedback were not conducted effectively during the pandemic, so it needed to be adjusted in the KPI.

*"... The feedback was carried out. Although it was not optimal, it was quite good. Then the key performance indicators (KPIs) also had to be adjusted according to the pandemic conditions, because if you still apply the old KPIs, the performance management process will fail. But after the pandemic, the performance target went back to normal, even though in reality many employees were not ready to face it (Rural Credit Bank)."*

The restaurant manager claimed that during the pandemic there was an adjustment in the work target. This condition changed the work behavior of the employees.

*"However, because it is difficult to judge the employees based on their results while working from home, especially with minimum supporting help or documents, the company here made adjustments in the work target to measure the performance and their results..."*

In addition, the performance assessment system did not match the COVID-19 pandemic condition.

*"...In my opinion, the performance management process during the COVID-19 pandemic was still not effective enough in providing feedback to employees. This is because the assessment process was less structured and less effective during work from home. But after the pandemic, everything was back to normal (Restaurant Supervisor)."*

To help the supervisor keep track of the subordinates' or colleagues' whereabouts, the manager or supervisor used information and technology more intensely. The following are supporting statements from the interviews that had been conducted:

*"...I think the use of information technology played a very important role in supporting communication between teams during the pandemic. With the presence of video conferencing such as Zoom, it kept the atmosphere at work was maintained especially during WFH where we weren't allowed to come to the office to discuss complex matters. After the pandemic., we got used to communicating online (Restaurant Supervisor)."*

During WFH, there were a lot of interruptions from family members.

*"During WFH while doing my job I also helped my children with their Internet and other problems, communicated family matters with my wife, socialized with my friends, and communicated with the office regarding work. So, it often reduced my work productivity because I lost my concentration while working (Restaurant Manager)."*

These interactions made the work communication become more complex.

The coding mapping of the performance measurement process at restaurants and rural credit banks is described in Figure 3 (Appendix) by using a format adapted from [26]. The effectiveness of the performance management process had decreased during the pandemic, but then it went up to the new normal after the pandemic because the work complexities required work target adjustments. The pandemic also changed the intensity of IT application.

#### 5.1.2 Performance Measurement at National Banks

The national bank was still open during the COVID-19 pandemic, even though it used a roster system for the employees' attendance because not all employees had to come to the office at the same

time. Therefore, the process of performance measurement was not too different before, during, and after the pandemic (new normal). It started with goal setting, coaching, and performance evaluation or appraisal.

In addition, the bank already used IT electronic-based performance management. The pandemic increased their reliance on digital software. Before the pandemic, they merely did teleconferences by using Zoom, Google Meet, and WhatsApp to do the coaching process.

*“Coaching is done twice a year, in June and November or October. The purpose of coaching in June is to review the performance target fulfillment as agreed in November or October of the previous year. An example is “Ricky, you are already good in this, but you need to improve your skills in A, B, C, or other skills.” That will be reviewed in April/May/June, or around these months. From July to December, they will create new targets for us to fulfill in another year (Staff of GARK National Bank).”*

Some of the performance measurement processes were done online. The following is a statement from Regional Head 2:

*“.....Therefore, we will sometimes use teleconference methods such as WhatsApp video or zoom to monitor and discuss employee performance. (Regional Head 2 National Bank).”*

In the national bank, the performance appraisal method is based on two kinds of evaluations which are self-evaluation done by the employees and will be compared to an evaluation given by their supervisors. The end results will be compromised between the employees and their supervisors. Employees can negotiate their self-assessments with their supervisors and the end results are input in the computer software (National Bank CSR Staff).”

### **5.1.3 Performance Measurement of Online Bank versus Education Technology Company**

The implementation of the performance management process during the COVID-19 pandemic in online banks is not effective. Teamwork did not exist, and they tended to work individually.

*“...The implementation of performance management in our office, in my opinion, is still not running optimally and effectively because it seems as if the assessment process is just a formality. I think the in-depth discussion between managers and employees has not been fully fulfilled. This is because during WFH they interacted not only with their supervisors or managers but also with family members and friends ... “The teamwork competency*

*level went down, and they tended to work individually.” (Manager of an Online Bank)*

The change in the employees' work behavior during the pandemic also changed the employees' perceptions of their jobs and productivity.

*“I feel and notice some changes in my subordinates' behaviors and their work productivity which went down during and after the pandemic....”*

*“We are an ad tech company. We have an online business, so everything is done online. If we are talking about the sales target, we had an even higher sales target during the COVID-19 period compared to after the COVID-19 period (new normal).”*

### **5.2 Work Process Complexity and New Work Equilibrium during the COVID-19 Pandemic**

The work process during the COVID-19 pandemic had become more complex because besides doing their work they also had to interact with family members, such as their children, spouses, and friends. In this situation, the employees became less focused on their work. The HR manager of a restaurant commented about a different atmosphere during WFH which affected the employees' focus on their work:

*“...One of the challenges with working from home is the different atmosphere between the work environment in the office and at home. In the office, usually, workers concentrate and focus on doing their work. It is different from working at home where there may be many things that can interfere with work so that they are not focused. For instance, children can cause interruptions, and communications with spouses and friends may disrupt the focus of employees on the job.”*

There were some statements from the restaurant employees as the following: *“I feel that the performance management process during the COVID-19 pandemic is still not running optimally and effectively. There is a lack of communication and feedback, an immature assessment system, and weak implementation. The weakness of the performance management process at the restaurant is the coaching process is not carried out optimally and timely.*

## 6 Discussion

The condition when WFH during the COVID-19 pandemic created a certain level of complexity when there were many factors (such as work-related factors, family matters, friends, and other factors) that interacted with each other while the employees were doing their jobs. With the change of the work conditions, the employees had to perform their jobs and adapt to the new situation when they were doing their jobs from home (Figure 4, Appendix).

This condition may be similar to the condition described by [27] as a complex adaptive system. They defined a complex adaptive system as a system that is formed by some agents who interact with each other and influence each other to form a behavior that follows a pattern, so when there is a change then it will be followed by a change of the behavior. This change of workplace and situation creates an equilibrium that is admitted and understood as a feasible work point. As a result, all parties accepted that during WFH in the COVID-19 pandemic period, a new equilibrium for performance level was achieved. In this equilibrium, the performance level is lower than the performance before COVID-19 for manufacturing companies and restaurants. After the new normal reached the employee's productivity of employees for on online industry stayed the same as it was the productivity during the Covid-19 pandemic because in the equilibrium people would not change their behaviors, including their productivity.

The work conditions and interactions during the COVID-19 pandemic in the rural banks, restaurants, and online banks became more complex during WFH (Table 1, Appendix). This was supported by [28] who argued that during the pandemic managers needed to assist their staff in adjusting to and coping with fundamental changes taking place in the work and social environment because the pandemic had created a particularly difficult climate for them. Even workers who had previously worked from home faced numerous difficulties when doing work in front of their families during the COVID-19 pandemic, [29]. In addition, [29] argued that certain changes will need to be made to the tasks, responsibilities, workspaces, working hours, teamwork, and management systems because of remote working and flexible work schedules. However, they further found that the transition cannot always be made in a better direction. The manager's workload and hours of work may grow, leading to stress and burnout.

The application of IT for restaurants and online banks during the pandemic was more intense. This situation was supported by [30] who claimed that

with the remote work transition, the employees used more technological skills to improve.

In online banks, online companies, and the restaurant industry the employees' communications during the COVID-19 pandemic followed two patterns: business communication and non-business communication. Business communication is communication between employees and their superiors, between employees and their colleagues, and between employees and their subordinates regarding business. This type of communication affected the performance processes and performance achievements during the pandemic. Meanwhile, non-business communication is informal communication between employees and their family members, friends, and relatives.

During the COVID-19 pandemic when the frequency of non-business interactions increased, it could reduce the focus of the employees to achieve the work targets. Furthermore, the intensity of informal communications with other people who were not working on the employee's work target during the COVID-19 pandemic could affect a weak focus in achieving the individual target. The use of electronic communication during COVID-19 when the government applied WFH regulations for all workers strengthened the non-formal communication and made the interaction patterns more complex. However, in this situation, the employees could adapt to the situation during the COVID-19 pandemic, so that they were comfortable working in that period. This situation created equilibrium during the COVID-19 pandemic. After the COVID-19 pandemic, the companies asked the employees to work at the office; however, some of the employees could not fully adjust and behave the same way as it was with the situation before the COVID-19 pandemic. That is why they created the second equilibrium. This situation is indicated by the interview results.

Meanwhile, in the manufacturing companies, business communication during the COVID-19 pandemic was nearly stopped. The reason was that they were not categorized as vital industries like the medical and food industries. Next, the small rural banks were allowed to open partly during the COVID-19 pandemic. In these industries, the COVID-19 pandemic did not change the behavior and interaction patterns of the employees. A complex adaptive system was not created during the pandemic.

The analysis of a Complex Adaptive System can be applied on Employees' Behavioral Changes during and after the COVID-19 Pandemic. The changes in employees' behavior that happened

during WFH because of the COVID-19 outbreak still have effects on their work behavior in the new normal period. The COVID-19 pandemic situation has lowered the employees' productivity when they were adjusting their work situation during the outbreak period. However, when the COVID-19 pandemic situation was getting better it was not easy for the employees to go back to the situation before the COVID-19 pandemic. Nevertheless, they are staying in their new comfort zone which makes them happy to work in the new era, which is called the new equilibrium. So, there are three equilibrium points, which are the equilibrium before the COVID-19 pandemic, during the COVID-19 pandemic, and after the COVID-19 pandemic.

The formation of the equilibrium points can be analyzed by using the Complex Adaptive System Theory.

## 7 Conclusion and Recommendation for Future Research

### 7.1 Conclusion

For the companies that applied work from home (WFH), such as manufacturing companies, restaurants, rural banks, and online banks, they experienced different working conditions during WFH, where the work interaction processes became more complex because of the family interactions. The work complexity increased during the COVID-19 pandemic where they were working from home and had to interact with other family members. Meanwhile, for the national banks, the COVID-19 pandemic did not bring many changes, because they were still open during the COVID-19 pandemic, even though they applied a roster system.

Work problems and challenges increased during the pandemic, and this caused changes in the employees' work behavior which were still applied after the new normal period. The productivity of the employees of the companies that applied WFH also changed or declined because of the changes in work behavior.

### 7.2 Recommendation

For future research, it is recommended that the researcher enlarge the number of samples by interviewing more respondents from diverse companies. It is also recommended that he applies a quantitative analysis to test the hypothesis constructed based on this qualitative research result.

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## APPENDIX



Fig. 1: The Process of Performance Management  
*Source: Developed by author*

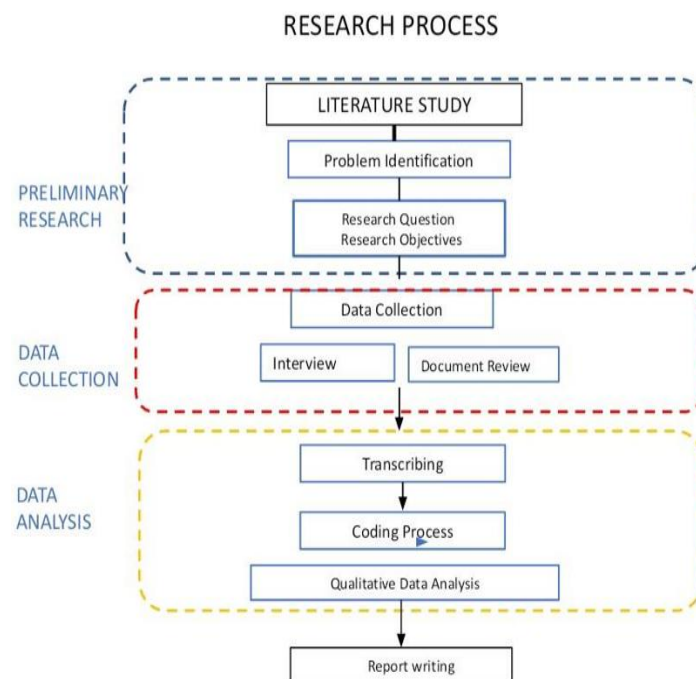


Fig. 2: Research Process  
*Source: Developed by author*

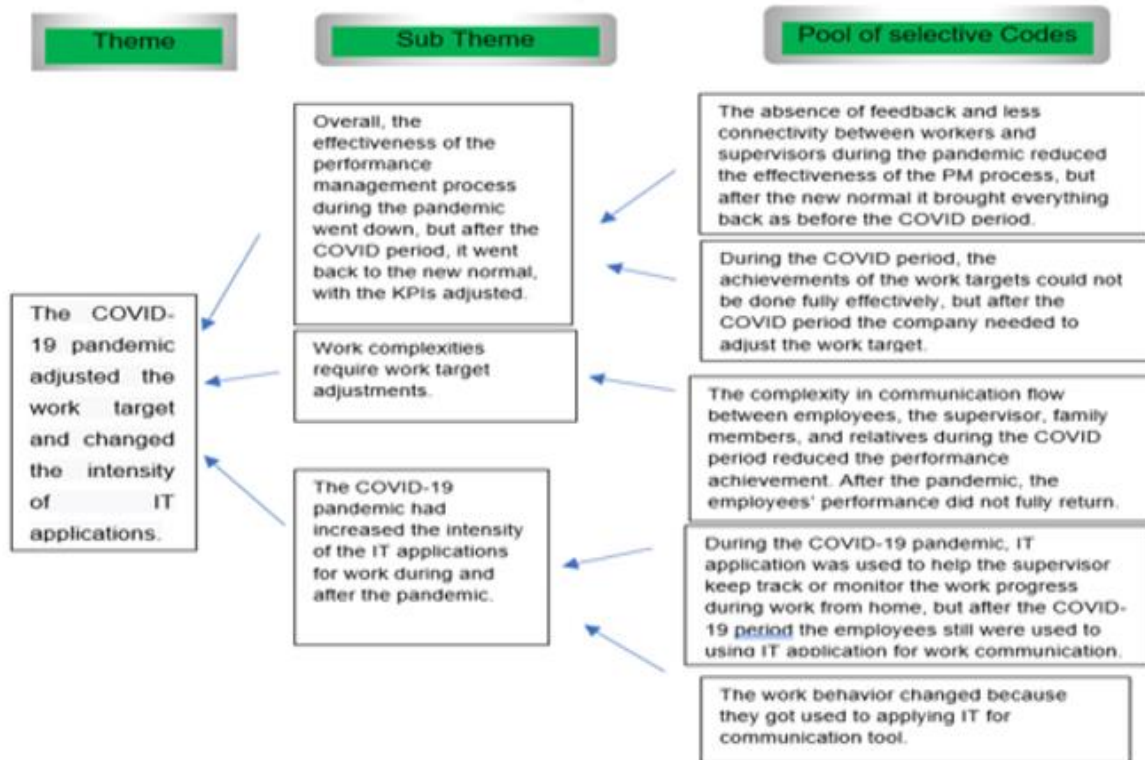


Fig. 3: Coding Mapping of Performance Measurement at Restaurants and Rural Banks

Source: Constructed by the writer based on the interview results

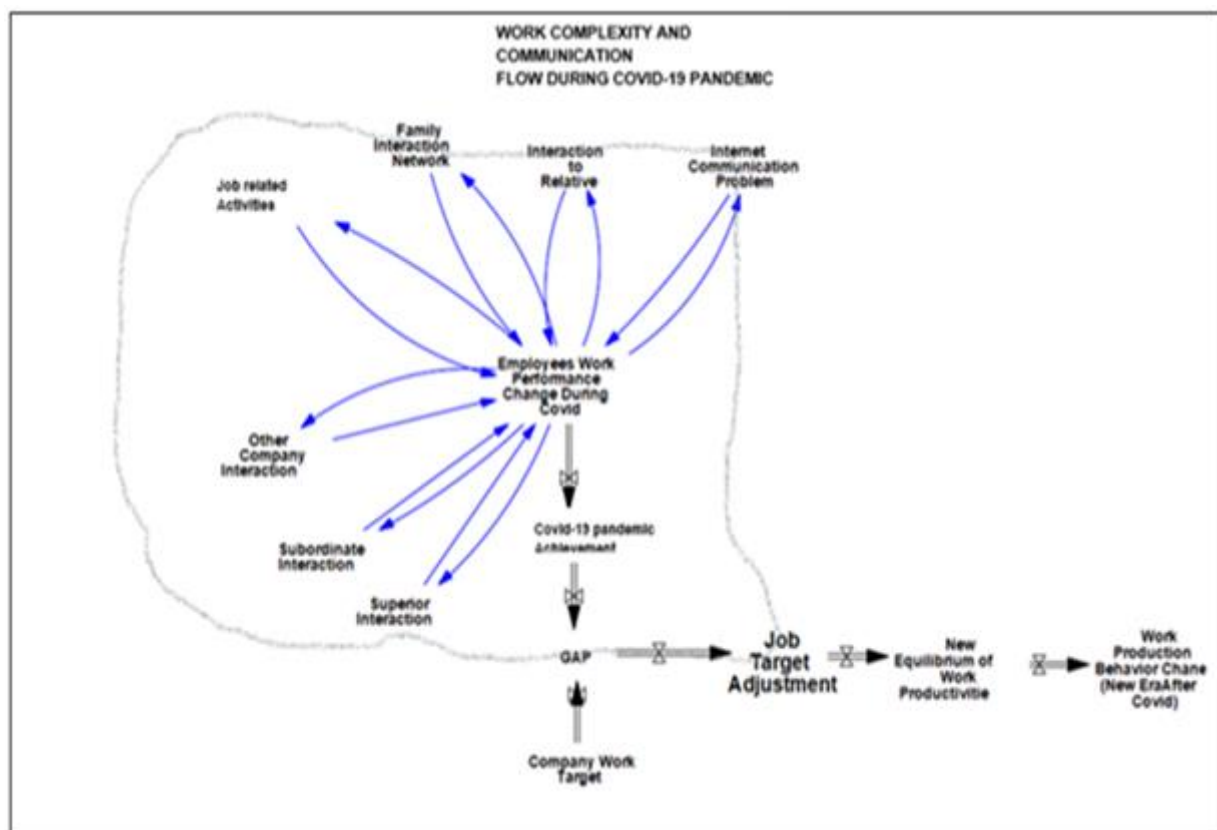


Fig. 4: Work complexity and communication flow at restaurant and the rural bank

Source: Constructed by the writer based on the interview result

Table 1. Performance management in banks, manufacturing companies, restaurants, education technology companies, and training companies during the COVID-19

Category	Banks		Manufacturing Company	Restaurant	Education Technology Company
	National Bank, Online Bank	Rural Credit Bank			
Goal Setting	During the COVID-19 Pandemic: Both national banks and online banks applied goal setting at the beginning of each year for performance management.	During the COVID-19 Pandemic: It uses a simple goal setting means.	During the COVID-19 Pandemic: It uses no goal setting means.	During the COVID-19 Pandemic: It uses a simple target for goal setting means.	During the COVID-19 Pandemic: It used a higher target during the COVID-19 pandemic.
	After the COVID-19 Pandemic: The number of work targets were higher after the COVID-19 pandemic for online banks.	After the COVID-19 Pandemic: The number of work targets is higher after the COVID-19 pandemic.	After the COVID-19 Pandemic: The targets were higher than during the pandemic.	After the COVID-19 Pandemic: The targets were higher than during the pandemic.	After the COVID-19 Pandemic: The market was unpredictable and the target was going down.
Performance Measurement Method	During the COVID-19 Pandemic: The national bank used a complete performance management process: goal setting, coaching, and appraisal. The online bank used 360-degree performance management. The implementation is not fully effective.	During the COVID-19 Pandemic: The rural credit bank used simple goal setting and a rating evaluation form. Coaching was still used during the pandemic, even though it is not effective.	During the COVID-19 Pandemic: It used a rating system and no coaching for evaluating the performance. The implementation was not effective.	During the COVID-19 Pandemic: It used a coaching process for the performance process with an unclear target.	During the COVID-19 Pandemic: It used a 360-degree performance appraisal, which created a subjective evaluation.
	After the COVID-19 Pandemic: The implementation is more effective than it was during the COVID-19 pandemic.	After the COVID-19 Pandemic: Performance management is implemented normally.	After the COVID-19 Pandemic: The implementation is back to normal.	After the COVID-19 Pandemic: The implementation of the performance management is back to the situation before the COVID-19 pandemic.	After the COVID-19 Pandemic: On average, all employees give higher scores to their supervisors.
Supervision Process	During the COVID-19 Pandemic: The national bank used a mixture of supervision online and direct, because most of the employees worked in a roster.	During the COVID-19 Pandemic: The rural bank also used a mixture of supervision online and direct.	During the COVID-19 Pandemic: Supervision was only given for certain job holders.	During the COVID-19 Pandemic: Only minimum supervision was given.	During the COVID-19 Pandemic: Online supervision was given.
	After the COVID-19 Pandemic: Direct supervision was fully applied.	After the COVID-19 Pandemic: The rural bank use direct supervision	After the COVID-19 Pandemic: The work condition was back to normal.	After the COVID-19 Pandemic: Direct supervision was given after the new normal period.	After the COVID-19 Pandemic: Normal direct supervision was given.
Employees' Behavior and Work Target during the COVID-19 Pandemic	During the COVID-19 Pandemic: Employees' behavior stayed the same because most of them conducted similar activities both in the national bank and online bank.	During the COVID-19 Pandemic: Employees' behavior changed. There were lower work and revenue targets.	During the COVID-19 Pandemic: There was no change in the work behavior. There were lower work targets.	During the COVID-19 Pandemic: Employees' behavior changed. There were lower work and revenue targets.	During the COVID-19 Pandemic: Employees' behavior changed e.g. low punctuality.
	After the COVID-19 Pandemic: All employees went back to work normally.	After the COVID-19 Pandemic: Direct and tight supervision was given.	After the COVID-19 Pandemic: Direct and tight supervision was given.	After the COVID-19 Pandemic: There was low productivity and motivation was carried over.	After the COVID-19 Pandemic: The low punctuality during the COVID-19 pandemic changed the work behavior after the COVID-19 pandemic. Undisciplined behavior still stayed after the COVID-19 pandemic.

Source: Constructed by the writer based on the interview results