

# Impact of Human Resource Management Practices on Employees' Performance-Post COVID 19

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## Abstract

Human resource practices are the means through which the manpower of the organization develops various skills which benefits them to increase productivity to the organization. It is the most important asset and resource of achieving competitive advantage. Human resource department needs to redefine its practices in the post COVID-19 where the employees may revisit the objectives and the strategies of the organization towards the fulfillment of the new organizational goals. This practise includes intensive training and motivational programmes, employee participation performance appraisal, compensation/remuneration and job satisfaction. Our research describes why Human Resource Management (HRM) decisions are supreme and have a unique influence on organizational performance. In our research, we have collected primary data inclusively from the hotel industry and education sectors to understand how these variables play an important role to motivate employees to work in this new normal. This study comprehensively evaluates the need of training and upskilling the workforce in post COVID -19 to exhilarate the employees to face the challenges. Results based on national samples indicate that these practices play a statistically significant impact on employee's growth, performance and employee sustainability.

**Keywords:** Training, compensation, employee participation, upskilling, performance appraisal.

## Introduction

Human resources management department is the source of achieving talent, growth, good acquisition in retention and most important competitive advantage. HRM is the one company that faces significant changes in the organisation and responsible for maintaining the rhythm between the employees via good training, live or on floor sessions, conducting seminars for enhancing the skills of the employees. In today's time where competition is too high for becoming the unique resource in the market towards employee development and long retention. Upskilling is playing a very important role for HRM (Human resource management) in terms of updating the department with the help of improving sections or sub

points i.e professional development, performance appraisal on time, conducting floor sessions and organising EEP (Employee exchange programme).

In addition to this, training and development refers to those educational activities which a company organizes to enhance the knowledge and skills of employees with updated information. It's a structured programme, comes under the Human Resource department (HRD), which includes different methods to prepare an employee before sending him on the floor. Nowadays, it has become the most common and continuous task in almost every organization for updating skills and knowledge of employees to compete with the changing environment. It's need is also felt miserably in post COVID-19 where the employees feel under confident in facing the new normal.

Role of the management in upgrading skills of employees: In industries, Human Resource (HR) teams are the frontline managers who provide employees in response to organisation's in this pandemic. While rolling out the new guidelines for working and social support, they aimed to keep the employees spirit high for working during the lockdown. They will now need to look further and suggest changes to policies, structures, training programmes, and practices to align the work in post COVID-19. The development and implementation of these changes brings all the stakeholders together for collaboration in the organization. The HR department needs to focus on the challenges which might occur during the time of implementing the new programmes before they begin planning.

Along with this the most important factor for HRM post COVID 19 is maintaining the balance between customer satisfaction and making the base strong for maximizing profit which is actually the target of the whole organisation not only for the HR department. It requires a whole lot to do with great focus and high stability for increasing the size of business or the product and services you are trying to sell. If the human resource department values are not beneficial or customer oriented then it will directly hamper the customer satisfaction and in result profit will get reduced.

So upskilling the employees only for the benefit of retention or good stability should not only the prime focus for the human resource department. Accompanying the training, compensation, performance appraisal, job satisfaction, employee participation and customer satisfaction should also be a centeric goal for all the departments because their (employee and customer) values should match and ultimately the employee will also work for a longer period and customer satisfaction will rise.

## **Review of Literature**

According to Rajendran (March 2005) case study, a positive correlation was found between training and employees' performance. The author found that the training helped the employees to improve the customer relationships, relationships. It has also motivated them to perform with high spirit. It helped them to clarify doubts related to their jobs. It has also

brought change in employees' attitudes and behavior at any age. It developed harmonious relationships between the employees and their subordinates.

According to his data he has suggested the need for high quality of training programmes to improve employees' personal and professional life. Training programmes paves way for the growth and development of employees and organization and it means to achieve goals of the organization.

A considerable amount of literature has been published on Chand (2010) research paper. The author has investigated the effects of HRM practices on service quality, customer satisfaction and performance in the hotel industry. Based on his primary data he has found a positive influence on the improvement of service quality job performance and customer satisfaction. This study suggests that "there should be emphasis on the development and intra-departmental learning and relational capabilities".

This research also suggests that HRM practices are much bigger than any other practice in the organization. HRM improvements are as much an outcome of technical and operational measures. Further, the author has also paved the way for future research that would integrate HRM practices in context of analyzing improvements in job performance, service delivering and retaining customers.

Numerous studies have argued on how training and development affects the performance of employees in any sector. Similar to this Gonchakar (2012) research presented an empirical study regarding the impact of training and development of officers in their performance. It is also explained that it imparts on employees skills, knowledge, understanding, attitude or behavior, job performance, productivity, etc. He has also suggested that to gauge the impact of training and development on productivity, an industry needs to implement a more effective tool. Written tests are not the way of assessing employees' knowledge. On the floor assessment is required which covers the important aspects on how the one deals with the present situation in the given circumstances with the available resources.

Additionally, training programmes can not deliver results overnight. It needs to have a certain period of time to experience the changes.

The Dieu-Ann Ho Dac (2012) research has been suggested that training can also be considered as a training evaluation tool and how much it's important to evaluate training. This research provides insights to the leaders of the hotels on what to employ for employee training. However it needs further research to gain deeper understanding and to explore the extent to which this study results can be generalized.

A considerable amount of literature has been published in Karuppattan (2012) research where he has discussed that upskilling can build foundations of existing knowledge skills and experience. It teaches employees how to perform a certain task in a better way in the given circumstances with specific materials. According to his data it's presented that training paved

way growth. Majority of employees (respondents) think training improved their work efficiency and developed the organization.

The research of Bertillo and Salando (2013) has shared the strength of training programmes. They think that excellent training brings a better competitive edge of human capital, but it triggers transfers to competitors with better offers. They have also found that the business and marketing plans of the British Airways proves that it's a time to address the challenges and uncertainties of this highly competitive market.

The authors have also discussed that the management should not avoid the practices like maintaining quality, profitability, viability and industrial peace. This can be possible with excellent training programmes.

Rathore and Chadha (2013) study has examined the relationship between Human Resource practices on employees' motivation. This study has explored the contribution of various practices including selection, training, career planning, compensation, job definition, employee participation and employee motivation. With their primary data collection they have found these variables are positively correlated in which the compensation and training are on the higher side.

In this study, the authors have revealed that if the human capital is given value and if the organization addresses the concerns of the employees periodically, there would be corresponding change in their attitudes, behaviour, motivation and satisfaction.

They have offered further research areas in their study and could also incorporate qualitative research.

Rehman (2014) has tended to focus on the Role of training and development in an organization. But this research fails to prove that these votes are really benefiting both the employer and the employee as the author has not validated his research from any data. This research has more scope to give closer look for these findings.

It has been conclusively shown in Shaukat, Ashraf and Ghafoor (2015) research that HRMD is responsible for the growth of the organization. Continuous training and development may bring the change in employees' attitude towards his work. Rewards, job satisfaction, performance appraisal, transfers, recruitment and selection process, employees' motivation and team incentives are important variables to reflect on.

A comparative study by Salah (2016) recommended that effective training programmes and carefully set development plans should be provided to all the workers to upgrade their knowledge and skills. This study has conducted a primary survey using the variables (like capabilities, involvement, performance and productivity). The author has also revealed the importance of "On the job" training as it affects both the employees and the employer. He has

also suggested a few recommendations for the employers and employees in regard to the training programmes.

In Corbera, Anguelovski, Roses & Mallen (2020) research thought that in post COVID-19, reorientation of all the employees have become necessary and make them aware of new guidelines and policies. It's important to refocus and re-think the goals and strategies for the organisation's development. The authors have concluded their work by providing some practical suggestions on how to renew policies and practices. Few of these suggestions are:

- 1) Embrace an ethics of care.
- 2) Re-organize tasks and priorities.
- 3) Assess the roles and values of peers virtually.
- 4) Adjust peer evaluation and goals.

According to Harris (2021) research, a conditional training contract would be a practical step these days. In this type of training the employee will sign a contract, a training repayment agreement (TRA) where he pays some fixed amount within a set period of time if the employee received on-the job training and quits or is fired within a set period of time. This is how we the industry revisioned as a collective investment.

There are five variables on which this research is based:

#### 1) Training in post COVID-19:

- a) **Hybrid workplace:** It's challenging to work from home in post COVID-19. This calls to create a hybrid workplace model where employees come to their workplace as and when needed keeping social distancing. At this point, employees should be given leverage to remotely access the information which is required by them and share their own ideas on maintaining good communication.
- b) **Artificial Intelligence:** In COVID -19, technology has played a vital role in many areas. HR may share feedback forms to understand the requirement of reskilling and upskilling of employees. The team may also make the employees familiar with recognition systems to boost retention. This may also be useful to keep a track of absence of employees on certain occasions.
- c) **Employees' mental and physical wellbeing:** Pandemic has caused a lot of stress and mental tension in every one's life. By organizing workshops and open houses where the leaders and psychologists may share their personal experiences and how to deal with stress management advice to those who need it.

Social distancing has become the norm in many parts of the world and its impacting the organizations daily operations. According to the guidelines by Occupational Safety and Health Administration (OSHA), the organizations pushed towards work in shifts, delivering services virtually or remotely, downsizing operations. It is also recommended wherever

possible try not to get in contact with the customers by replacing face-to-face meetings with virtual communications.

**Instructor-led-training (ILT):** ILT has been the standard for so long to provide training. It is important to reskill and train the employees in order to make him more proficient with remote meetings and virtual training platforms. There is no need to call all the employees in one room to train them. They could also attend these training programmes virtually at the same time from their homes or workplace. The instructors may offer different sessions to accommodate the smaller trainees in the session so as to address the questions of all within the given time.

1. **Embracing new technologies:** In a post-COVID -19 workplace, it is important to embrace new technology. Everyone has to be technology savvy because that could also be an important factor in the hiring process. The organization should focus on learning management system (LMS) or learning content management system (LCMS), proper feedback must be provided without delay to keep the employees informed.
2. **Performance appraisal:** A performance appraisal is a review of employee's job performance and his contribution to the organization for its development. It evaluates employee's skills, achievements, growth and knowledge. It's a periodic assessment of an employees' job performance measured by the expectations which are set out by the organisation. The purpose of this evaluation is to assess and share feedback on how well the employee has performed in the last one year. All the major job responsibilities and tasks are addressed including supervisory and leadership capabilities and other soft skills in conflict resolution.
3. **Employee participation:** Employee participation means involvement of employees in taking decisions that affect their work, directly or indirectly. It means allowing non-managerial employees to take part in the decision making process of the organization. This participation gives psychological and mental satisfaction to the employees that they are valued in the company. The greatest benefit of employee participation is it increases the ownership of employees and allows them to take decisions in difficult situations. It also improves the performance and work efficiency of the employees.
4. **Compensation:** Compensation includes payments like overtime pay, commission, bonuses, profit-sharing, rewards, professional development pay, etc. It also includes non-monetary terms like company paid house, company paid laptop and phones, company paid car, etc. Compensation is the function of the HR team that deals in every kind of reward, monetary and non-monetary, which an employee receives in exchange for his services in the organization. It is paid in form of wages, salary, employee benefits like maternity leave, retirement benefits, paid vacation, insurance, etc. Difference between compensation and benefits: Compensation covers direct pay like wages and salary but benefits covers employees' indirect pay like health insurance etc.
5. **Job satisfaction:** Job satisfaction means employees' satisfaction in regard to their job. It answers the questions like whether the employee likes his work profile? What kind of

work does he enjoy at his job? How much is he intended to fulfil the company's goal which is aligned with his work performance?

### **Employees could be satisfy with their jobs with the following reasons:**

- They are paid equally for their job.
- They are being heard from the management in case of need.
- They have the right to take decisions on their job.
- Their salary includes benefits like rewards and recognition for their work.
- They are being respected by others in the organization.

### **Research questions**

1. How human resource practices affect employee's performance?
2. Do these variables affect the motivation factor of the employees i.e. compensation, job satisfaction, employees' participation, employee's performance and reskilling or upskilling?

### **Hypothesis**

H0: HRM practices are negatively correlated with employees' performance.

H1: Training is positively correlated with employees' performance.

H2: Employees' performance is positively correlated with employees' participation.

H3: Performance appraisal is positively correlated with employees' performance.

H4: Employee's participation is positively correlated with employees' performance.

H5: Compensation and remuneration is positively correlated with employees' performance.

H6: Job satisfaction is positively correlated with company's growth and employees' performance.

### **Research methodology**

Subject: Targeted organizations included Taj Hotels, Novotel, Taj Krishna, Galgotias University, Fortune Karama Hotel, Crowne plaza, Vijay Mahal, The Aga Khan Academy, etc.

The answers collected through the questionnaire were adequate and responses were seriously made by the respondents to whom we have approached. Many times it was distributed among our social groups and the majority of respondents have responded seriously. We have analysed the data using Excel sheets in which we have calculated the total number of each option (Strongly agree, agree, neutral, disagree and strongly disagree). Afterwards, we have

calculated the percentages of the same figures to design the pie chart for each variable. We could also use the SPSS software in this research but due to the non-availability of the software I couldn't perform the action.

We have also conducted the ANOVA test to ensure if our null hypothesis is accepted or rejected. We found our 'P' value is higher (> then 0.05). In this case, we can not accept the null hypothesis as it is not significant and we can not conclude that a significant difference exists between the categories. (Training, Job satisfaction, Employees' participation, compensation, and performance appraisal).

**Anova: Single Factor**

<b>SUMMARY</b>				
Groups	Count	Sum	Average	Variance
Training	8	3.1981	0.399763	0.017191
Job Satisfaction	4	1.6697	0.417425	0.021023
Performance Appraisal	6	2.4151	0.402517	0.025944
Employees' Participation	14	5.0189	0.358493	0.031942
Compensation	6	1.8397	0.306617	0.040576

<b>ANOVA</b>						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.048211	4	0.012053	0.427099	0.787962	2.658867
Within Groups	0.931255	33	0.02822			
Total	0.979466	37				

**Procedures:** Questionnaire was prepared that considered 20 questions including 5 variables- Training, Performance appraisal, Employee participation, Compensation and Job satisfaction.

These variables were presented into a form of 20 questions into the questionnaire. Each variable is designed in order to make a relationship with the findings, like training is directly related with a change in employee's attitude positively and impact on performance appraisal. Similarly, compensation slabs would define employees' growth, strategies and efforts put by HRM (Human Resource Management) to discuss performance appraisal at least twice in a year, which helps the person to reflect on its feedback.

**Data treatment**

The questionnaire prepared was based on Linkert's scale with the following method ratings key-



**Key:**

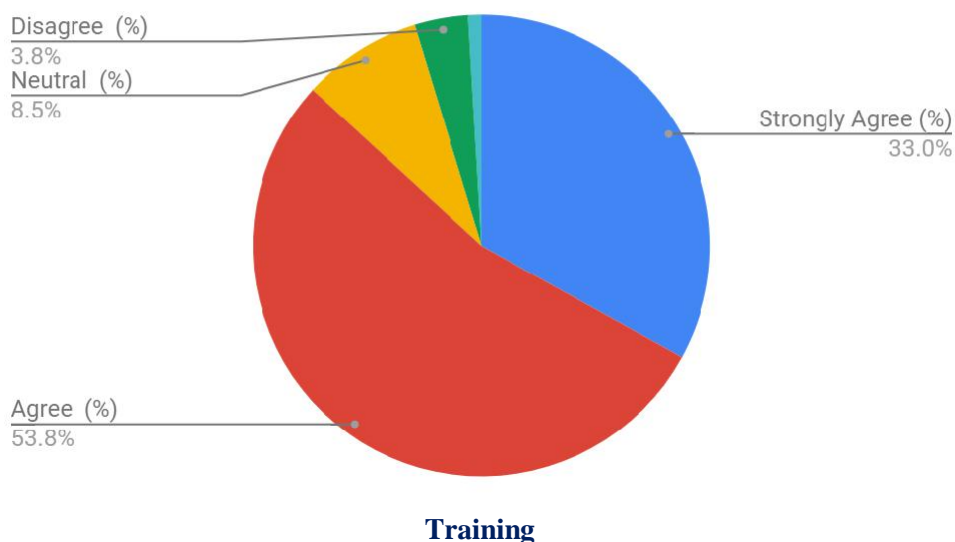
1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

The data was then processed into the excel sheet for analysis and to find out if the hypothesis were accepted or rejected.

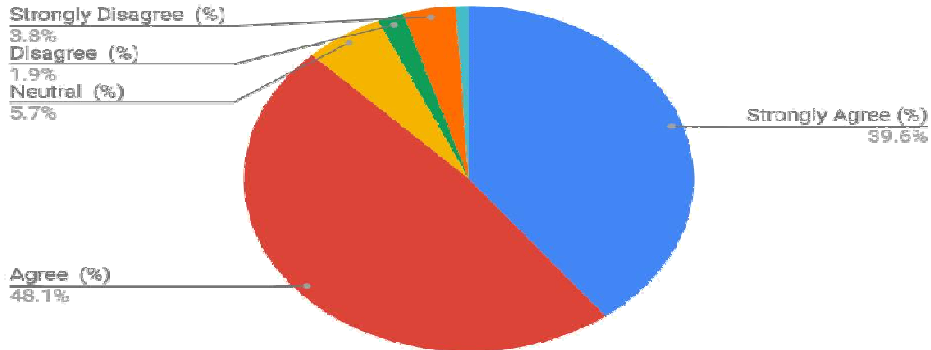
**Result Analysis**

According to the validity test 1% of the questions were rejected. Reliability of training was 87% (including agree and strongly agree), job satisfaction was 87 % (including agree and strongly agree), employee participation was 77% (including agree and strongly agree), compensation was 65 % (including agree and strongly agree) , performance appraisal 82% (including agree and strongly agree). It tells that employees need to be reoriented in post COVID-19. 87% of respondents expect that the HRM needs to redefine the need for training to face the new challenges. COVID -19 has impacted on employees’ compensation. Approximately 65 % respondents feel compensation has to be paid as per the job responsibilities and workload which is reviewed annually on the basis of performance appraisal. As per the data, we have also found that 77 % respondents believe that their participation level would be higher if they are satisfied with the company’s policies, perks and remuneration.

The training Programme is well structured in my organization and sufficient time is allocated for each...

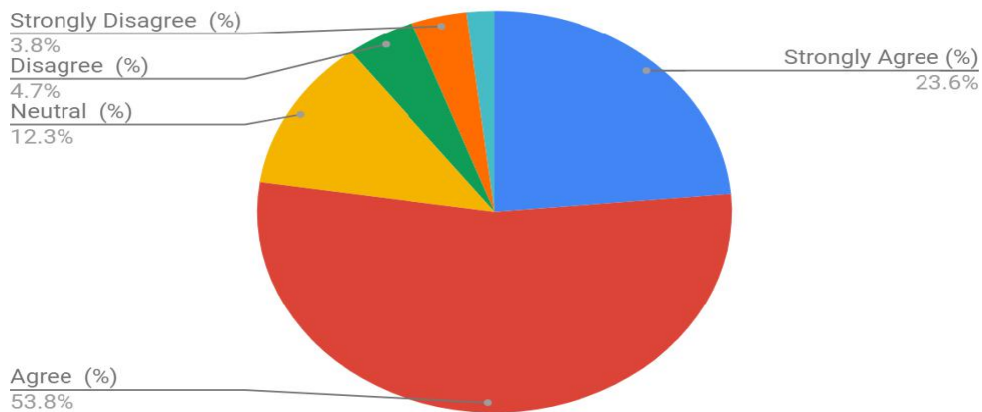


**My company clearly communicates its goals and strategies to me. and I receive enough opportunity to i...**



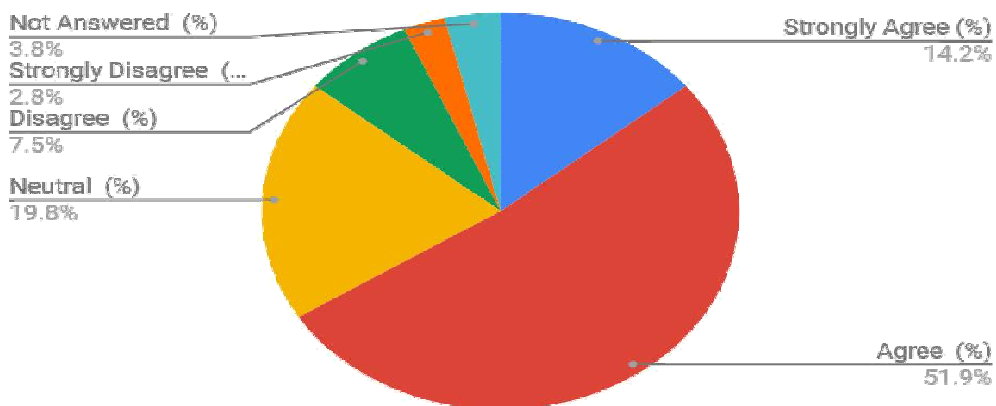
**Job Satisfaction**

**I believe there are good career opportunities for me at this company., I am planning to work for the next 2 ye...**



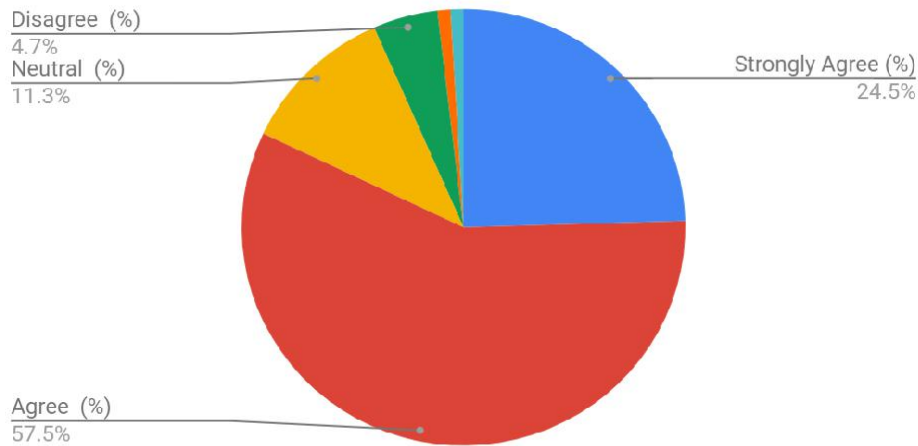
**Employee participation**

**My salary is reviewed once in a year., My company pays for my training and professional development...**



**Compensation**

I feel I am qualified to handle my current scope of work., We are given enough mentoring at our current...



**Performance appraisal**

Training has a strong relationship with employee participation, employee performance appraisal, and job satisfaction but has moderate correlation with compensation. During COVID-19, organisations have looked for cost cutting strategies and due to this the training has impacted a lot so as the compensation. It's presented in our study that these variables are positively correlated with employees' performance in the organization. Thus, the listed hypotheses are accepted.

### Discussion/ Conclusion

All the organizations who are interested in high growth through increasing employee participation must look after training, compensation, job satisfaction and performance appraisal of the employees. Drawing from the above research the work force is always an important factor of any organization. If the change is required then one has to raise the bar of the organisation first then flows the same downwards by training employees.

The development aspect needs to be given importance by the HRMD for the enhancements and effectiveness of the organisation. It's become imperative to modify various routine activities and mould them to serve the employee for their growth.

### Research Gap

Enabling employees to work in Hybrid workplace is not sufficient. HR needs to develop and implement strong comprehensive benefit plans to provide job satisfaction to the employees with the financial and mental security. This can be processed now, during post COVID-19 and its effects will be seen by the end of 2021. Researchers may further research on how new benefits are actually affecting employees' performance in the organization. By mid 2021,

policies will be more clear after that another research can take place on new HRM practices on employees' performance in post COVID-19.

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**Table 1 Primary data presentation of five variables on Likert Scale-Training,  
Job Satisfaction, Employees' Participation, Compensation and Performance Appraisal**

Questions	Total	Strongly	Agree	Neutral	Disagree	Strongly	Not	Total
		Agree (%)	(%)	(%)	(%)	Disagree (%)	Answered (%)	
The training Programme is well structured in my organization and sufficient time is allocated for each session.	106	33.02%	53.77%	8.49%	3.77%	0.00%	0.94%	100.00%
I think the training programs help in bridging the gap between supervisor and subordinate.	106	23.58%	49.06%	16.04%	6.60%	1.89%	2.83%	100.00%
I can make innovations at the workplace using the information learned in this training.	106	27.36%	50.00%	16.04%	2.83%	2.83%	0.94%	100.00%
The training Programme is relevant to my growth and development	106	28.30%	54.72%	13.21%	1.89%	0.94%	0.94%	100.00%
My company clearly communicates its goals and strategies to me.	106	39.62%	48.11%	5.66%	1.89%	3.77%	0.94%	100.00%
I receive enough opportunity to interact with other employees on a formal level.	106	22.64%	56.60%	13.21%	3.77%	1.89%	1.89%	100.00%
I feel I am qualified to handle my current scope of work.	106	24.53%	57.55%	11.32%	4.72%	0.94%	0.94%	100.00%
We are given enough mentoring at our current work.	106	33.02%	53.77%	10.38%	0.00%	0.94%	1.89%	100.00%
Management helps me to improve my work performance	106	20.75%	51.89%	15.09%	3.77%	6.60%	1.89%	100.00%
I believe there are good career opportunities for me at this company.	106	23.58%	53.77%	12.26%	4.72%	3.77%	1.89%	100.00%

I am planning to work for the next 2 years at the current company.	106	16.98%	50.94%	16.04%	7.55%	4.72%	3.77%	100.00%
I feel comfortable in giving feedback to my supervisor.	106	13.21%	40.57%	25.47%	9.43%	7.55%	3.77%	100.00%
When I am in any problem relating to work, I trust my managers to listen.	106	16.98%	55.66%	17.92%	3.77%	2.83%	2.83%	100.00%
My team helps me to complete my work.	106	18.87%	54.72%	15.09%	6.60%	0.94%	3.77%	100.00%
My manager provides me adequate feedback.	106	26.42%	53.77%	11.32%	3.77%	1.89%	2.83%	100.00%
My salary is reviewed once in a year.	106	14.15%	51.89%	19.81%	7.55%	2.83%	3.77%	100.00%
My company pays for my training and professional development.	106	10.38%	42.45%	22.64%	14.15%	7.55%	2.83%	100.00%
I get paid, if I work for extra working hours.	106	13.21%	51.89%	19.81%	7.55%	4.72%	2.83%	100.00%