

## **PERFORMANCE APPRAISAL STRATEGIES POST COVID-19: A LITERATURE-BASED STUDY**

**Ranu Kumar**

Assistant Professor, School of Management, Institute of Management Studies, Noida (UP)

**Shobha Tripathi**

Assistant Professor, School of Management, Institute of Management Studies, Noida (UP)

---

### **ABSTRACT**

The COVID-19 pandemic has undoubtedly had a widespread impact on all aspects of life, including businesses. To adapt to the challenges posed by the pandemic, companies have made significant changes to their work policies, such as implementing remote work or work-from-home arrangements. However, these changes have also presented new challenges in the realm of performance appraisal. This study highlights six key strategies in Performance Appraisal that have proven to be the most important: Management by Objectives (MBO), Objectives & Key Results (OKR) Appraisal, Behavioral Anchored Rating Scale (BARS), Psychological Approach, Assessment Centre Approach, and 360-degree feedback. By leveraging these strategies, businesses can not only navigate the challenges brought about by COVID-19 but also foster growth and sustainability in the face of adversity.

**KEYWORDS:** Performance Appraisal, Strategies, Covid-19, Employees And Performance Management

### **INTRODUCTION**

The global epidemic of the new coronavirus infection 2019 (COVID-19) has pushed nations to take stringent steps to limit the spread of this hazardous virus. Employees of numerous organisations have been asked to continue working despite the risk of getting COVID-19 during this worldwide pandemic (Diab-Bahman, & Al-Enzi, 2020).

However, the influence of COVID-19 goes beyond physical disease and impacts employees' emotional health as well. These circumstances have had a negative impact on emerging countries, resulting in a serious economic crisis as private sector decrease their activities (Narayanamurthy, & Tortorella, 2021). As a result, job insecurity and uncertainty have increased, leading to intolerance and melancholy behaviour. Organisations face obstacles in providing the required resources, such as practical skills, tactics, and policies that can boost employee morale, which is critical for maintaining excellent workplace performance (Ng, & Stanton, 2023).

With the Covid-19 pandemic and its consequences still in play, many managers are wondering how they should approach post-pandemic performance reviews, particularly how the Covid-19 pandemic has altered employee-manager relationships and how organisations are considering how they can respond to new priorities and become more flexible.

### **THEORETICAL BACKGROUND OF THE STUDY**

The continual process of evaluating employee performance is known as performance appraisal. The process of identifying, measuring, managing, and developing the performance of personnel in an organisation is known as performance management. Performance appraisal

would be better summarised as a smaller piece of a larger jigsaw puzzle known as the performance management system (Akhtar, & Abdullah, 2023).

Performance evaluation is a critical component of human resource management and operations management. Given the uncertainty that the pandemic has brought into our lives, performance management can play a critical role in ensuring that employees feel valued for their contributions (Verma, Venkatesan, Kumar, & Verma, 2023). Implementation methods, when carried out fairly, can provide employees with stability and incentive to continue forward. Changing performance management systems can have a significant impact on how people perceive their jobs and the workplace (Shongwe, 2023). Organisations that recognise and reward their people, as well as assist them learn and improve through feedback, are more likely to emerge stronger post-pandemic than those that do not (Hamid, & Shah, 2023).

Employee performance evaluation is a critical aspect of Human Resource management that organisations must reconsider in the aftermath of the epidemic. Traditional performance measurements are no longer useful in the pre-pandemic work environment, and organisations must reconsider how they assess success (Alves, & Machado, 2023).

Many organisations are hesitant to abandon their traditional performance management systems, which are generally driven by managers who directly assess employee productivity and strive to manage their performance accordingly in the event of work from home. The main issue here is determining how to assess employee performance (Faza, & Mukaram, 2023). Despite this, many organisations had began the job of redesigning their previous performance management systems, which they recognised as rigid and ineffectual in meeting the ever-changing needs of a dynamic environment prior to the epidemic (Koerniawati, 2023). However, with the pandemic, all standards have changed, as managers realized that the only way to measure employees today is solely based on the results they produce and the impact they have on the business (Mohamed, & Hussien, 2023). The current situation necessitates a full revamp of old systems as well as the development of processes centred on business impact indicators (Rahmawati, & Wahyuningtyas, 2022).

Competitive advantage and strength can be gained through developing the organization's human resources; for this aim, as well as to optimise individual performance, organisations use a set of policies and people-related practices (Varma, Budhwar, & Denisi, 2023). The social, physical, assistive, and cognitive resources necessary to health protection and promotion are also becoming increasingly valuable, particularly in light of the present COVID-19 pandemic. As a result, employees are more inclined to conduct additional work activities and exert more effort to fulfil their duties efficiently, especially in times of uncertainty (Orikiriza, 2023).

The key stressor in relation to the disruptive COVID-19 pandemic is a lack of positive resources, which leaves employees feeling demotivated. According to studies, organisational support boosts employees' self-esteem and enhances their attitude towards work (Stuart, 2023). Employees' conventional dissatisfaction with the organization's Performance managerial System was attributed to five primary obstacles: infrequent feedback, a lack of clarity, managerial bias, a negative response to reviews and feedback, and an overemphasis on rewards (Susanto, Syailendra, & Suryawan, 2023).

## **NEED OF THE STUDY**

The COVID-19 pandemic has created a unique set of challenges for businesses, affecting all aspects of their operations. Even the human resources department, which is normally immune to such diseases, has been hit. Following the pandemic, measuring performance has become a

major undertaking for organizational development, with HR departments taking on this responsibility. However, in the post-COVID era, a difficult question arises: "How can performance be effectively measured?" While numerous studies have looked into the effects of COVID-19, such as financial losses, human casualties, and mental instability, there is a notable lack of research on performance measurement. As a result, there is an urgent need of research in this area to fill this knowledge gap.

## OBJECTIVE OF THE STUDY

**To find out major performance appraisal strategy adopted by organization after covid-19**

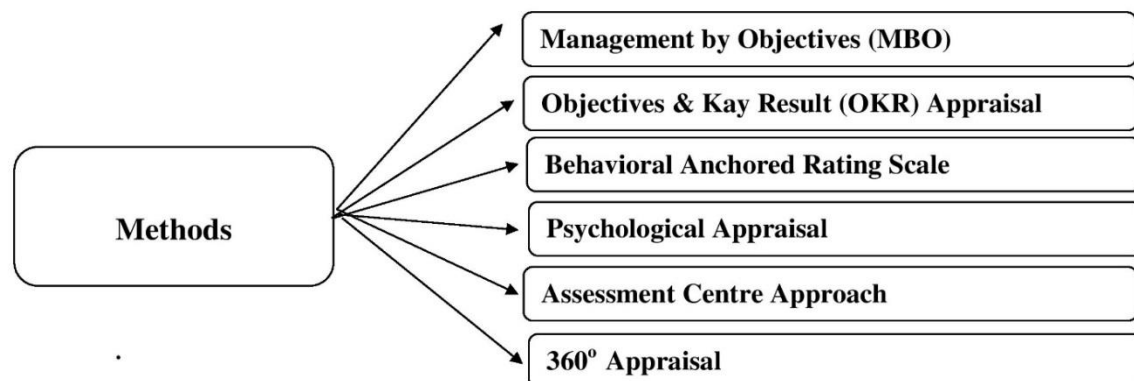
**This objective were archived by analysis of following heads**

1. To analyze different methods for Evaluating job Performance post covid19
2. To evaluate the feedback system for increased job performance post covid-19.
3. To assess the levels of work quality and quantity post covid-19

## MATERIALS & METHODS

This is descriptive study that aims to describe and summarize the major strategies of performance appraisal in the post-COVID-19 era. It focuses on observing and documenting existing data without manipulating variables or establishing cause-and-effect relationships. The study relied on secondary data, data collected from previously published sources such as journals, research reports, newspapers, magazines, and other relevant sources.

The primary goal of the study is to provide precise overview of performance strategies post COVID-19. Using secondary data, this approach is useful when covering large populations,



historical events, or broad trends, as it allows analysis of data that may have already been compiled over time. The primary goal of the study is to provide an accurate overview of performance strategies post COVID-19. Using secondary data, this approach is useful when covering large populations, historical events, or broad trends, as it allows analysis of data that may have already been compiled over time. This study selected secondary data was very carefully. The source of data was reliable and authentic.

## **RESULT & DISCUSSION**

### **JOBS PERFORMANCE'S EVALUATION METHODS POST COVID19 AND FEEDBACK SYSTEM.**

#### **Source (Authors complied based on Secondary Data)**

The COVID-19 pandemic has brought about significant changes in the way organizations operate and manage their workforce (George, Jaber, Salem, & Saad, 2021). As companies navigate the post-pandemic landscape, there is a growing need for effective performance appraisal methodologies that can adapt to the new normal (Eiselein, & Dentchev, 2020). Management by Objectives (MBO) offers a framework that can be leveraged to evaluate and align employee performance with organizational goals in this dynamic environment (Okolocha, 2020).

Organisations must review their performance rating systems in the context of the COVID-19 pandemic to accommodate new ways of working. In the post-pandemic period, Management by Objectives (MBO) provides a robust and adaptive framework for aligning employee performance with organisational goals (Harahap, & Perdana, 2021). Organisations may efficiently evaluate remote performance, cultivate flexibility and agility, prioritise employee well-being, embrace digital transformation, and promote continuous learning and development by adopting MBO. Implementing MBO in performance appraisal post-COVID-19 can assist organisations in navigating the new normal's problems and capitalising on its opportunities (Zhao, & Gudamu, 2021).

The COVID-19 epidemic has upended traditional work environments and due to this, heightened the demand for agile performance management techniques (Rompho, 2023). Organisations are looking for effective appraisal systems that create alignment, flexibility, and continual improvement as they adjust to the post-pandemic context. The Objectives and Key Results (OKR) framework is a performance management framework that can provide a solid solution in this situation (Irikefe, 2021).

As organisations move into the post-COVID-19 age, the performance appraisal method must develop to accommodate the pandemic's specific problems and opportunities. OKR provides a dynamic and adaptive framework for aligning individual and team performance with organisational goals (Wirl, & Luge, 2022). OKR enables organisations to handle the complexity of the new normal by increasing alignment, agility, outcome-oriented evaluation, resilience, and digital collaboration. Implementing OKR in performance appraisal following COVID-19 can build a culture of continuous improvement, increase employee engagement, and contribute to organisational success in a fast changing world (Al-Saadi, Al-Maawali, Ibrahim, & Al Rushaidi, 2023).

In a post-COVID-19 context, the Behavioural Anchored Rating Scale (BARS) can be used effectively to evaluate remote performance, assess behaviours related to virtual collaboration and communication, measure emotional intelligence and resilience, evaluate flexibility and adaptability, assess remote leadership, consider well-being and work-life balance, and foster continuous feedback and development. Organisations may assure fair evaluations, provide targeted feedback, and encourage employee growth and success in the changing work landscape by incorporating BARS into performance appraisal (Thoha, Susanta, Suryoko, Rhosyida, & Nadhifah, 2021).

Post-COVID-19 psychological appraisal can be used to assess mental health, resilience, emotional intelligence, work-life balance, personal development requirements, and team dynamics. Organisations can acquire significant insights into their employees' psychological

well-being, strengths, and opportunities for progress by utilising psychological appraisal. This data can be used to inform talent management strategies, boost employee well-being, and help create a happy and productive work environment (Chadee, Ren, & Tang, 2021).

Through a series of simulated activities and examinations, the Assessment Centre approach to appraisal entails the systematic evaluation of employees' skills, competencies, and behaviours. Organisations can modify the Assessment Centre approach in the post-COVID-19 scenario to assess employees' remote work capabilities, virtual collaboration skills, adaptability to digital tools, and ability to survive in a remote or hybrid work environment (Narbariya, , Nayeem, & Gupta, 2022). Organisations may accurately evaluate employees' performance and potential in the new work paradigm by including virtual simulations, online group exercises, and remote leadership exams, providing fair and effective appraisals that match with the developing nature of work (Mer, & Viridi, 2023).

360-degree evaluation is a feedback-based strategy of assessing an individual's performance that involves obtaining input from numerous sources, including managers, peers, subordinates, and even external stakeholders. The 360-degree appraisal can be used to provide comprehensive feedback on employees' remote work skills, adaptability to digital tools, virtual communication and collaboration abilities, and ability to navigate new work challenges in the post-COVID-19 era, where remote work and virtual collaboration are prevalent (Timms, 2022) . By soliciting feedback from a diverse range of perspectives, organizations can gain a holistic understanding of employees' performance, enhance remote teamwork, and support professional development in the evolving work landscape (Jain, McBride, Caliendo, & Eppich, 2022).

## **WORK QUALITY AND QUANTITY POST-COVID-19**

The COVID-19 epidemic has presented new challenges to the field of Human Resource Management (HRM), notably in terms of assessing job quality and quantity (Vahdat, 2022). As organisations adjust to the new normal, it becomes critical to monitor levels of performance in terms of both output and work standards (Bratton, Gold, Bratton, & Steele, (2021). This Study also investigates the methodologies and factors involved in evaluating work quality and quantity in HRM post-COVID-19. There are some factors those have great impact of Work Quality and Quantity Post-COVID-19.

**Changes in the Work Environment:** Remote work has become the norm in many organisations as a result of the pandemic. To account for the move from typical office settings to remote or hybrid work arrangements, HRM must modify its assessment techniques (Ichsan, Santosa, Shara, & Liriwati, 2020). When evaluating job quality and quantity, factors like as communication and collaboration abilities, adaptability to digital tools, and the ability to maintain productivity in a remote situation must be addressed (Bryce, McBride, & Cunden, 2022).

**Revisiting Key Performance Indicators (KPIs):** Following COVID-19, HRM must assess existing KPIs and performance indicators to ensure they are still relevant in the changing work environment. Traditional measures that were primarily focused on quantitative outcomes may need to be changed to include qualitative characteristics (Medne, Lapina, & Zeps, 2022). Instead of focusing merely on the number of tasks accomplished, organisations may need to evaluate the quality and efficacy of those tasks, taking into account the impact and value they contribute to the organization's goals (O'Connell, 2022).

**Implementing 360-Degree Feedback:** 360-degree feedback gives a full review by incorporating feedback from a variety of sources, including managers, colleagues,

subordinates, and clients (Kumar, 2021). This method provides a comprehensive view of job quality and quantity, allowing for a more comprehensive and accurate appraisal (Karkouljian, Srour, & Messarra, 2020). Organisations can use 360-degree feedback after COVID-19 to evaluate performance in remote work circumstances, taking into account teamwork, communication, and adaptability skills in addition to production levels (Vlados, 2021).

**Utilizing Performance Management Software:** The adoption of performance management software can substantially simplify the evaluation of work quality and quantity following COVID-19 (Mahato, Kumar, & Jena, 2021). These digital solutions are capable of tracking and measuring critical indicators, providing real-time feedback, and enabling continuous performance monitoring (Fatima, & Elbanna, 2023). They can also help with setting clear goals, defining performance criteria, and documenting progress, all of which improves the objectivity and efficiency of the appraisal process (Ivanov, 2021).

**Promoting Employee Well-being and Engagement:** HRM should assess the impact of employee well-being and engagement on work quality and quantity post-COVID-19. The epidemic has increased the importance of promoting employees' mental health, work-life balance, and overall well-being. HRM can include well-being indicators in performance evaluations to ensure that employees have the support and tools they need to sustain high-quality work and productivity levels (Morse, & Dell, 2021).

**Professional Development and Up-skilling:** HRM should priorities professional development and upskilling activities in the post-pandemic era to fill any skills gaps caused by changes in work contexts (Taylor, Green, & Hassan, 2021). Employees' possibilities for continual learning and progress should be considered when evaluating work quality and quantity (Ganko, Mereuta, & Jansova, 2021). Organisations may guarantee staff have the essential abilities to handle changing job demands by investing in training programmes and providing resources for skill development (Intaratat, 2021).

## **FINDINGS**

After the COVID-19 pandemic, companies have adopted various performance strategies to navigate the changing business landscape. Among the identified approaches, some have gained particular importance. These findings are Management by Objectives (MBO), Objectives & Key Results (OKR) Appraisal, Behavioral Anchored Rating Scale (BARS), Psychological Approach, Assessment Centre Approach, and 360-degree approach of performance appraisal. These strategies have become increasingly valuable in the post-COVID-19 era as organizations seek effective ways to evaluate and enhance employee performance in remote or hybrid work environments.

## **MANAGERIAL IMPLICATIONS**

The COVID-19 pandemic undeniably brought significant changes to the business landscape, impacting both organizations and their employees. One of the key challenges faced is how to effectively appraise employee performance in the midst of these changes. This study proposes six strategies that organizations can utilize to address this challenge and successfully appraise their employees. By implementing these strategies, businesses can foster growth and adapt to the evolving circumstances brought about by the pandemic.

## **LIMITATIONS**

One major limitation of this study is its reliance on secondary data sources. The use of primary data could potentially yield different results and provide a more comprehensive understanding of the topic. However, due to resource constraints, collecting primary data was

not feasible for this study. This limitation should be taken into consideration when interpreting the findings and further research with primary data collection is recommended to enhance the understanding of the subject matter.

## CONCLUSION

The COVID-19 pandemic has significantly impacted all aspects of life, including businesses, prompting the need for adaptation and change. Companies have adjusted their work policies, such as implementing remote work or work-from-home arrangements, in response to the challenges posed by COVID-19. However, this shift has also presented challenges in terms of performance appraisal. In light of these circumstances, this study has identified six key strategies for effective performance appraisal: Management by Objectives (MBO), Objectives & Key Results (OKR) Appraisal, Behavioral Anchored Rating Scale (BARS), Psychological Approach, Assessment Centre Approach, and 360-degree appraisal. By implementing these strategies, businesses can not only survive but also thrive, adapting to the changing landscape and ensuring continued growth. Assessing work quality and quantity post-COVID-19 in HRM requires a shift in evaluation methods to accommodate the changes in work environments. HR professionals need to redefine KPIs, adopt 360-degree feedback, leverage performance management software, prioritize employee well-being and engagement, and promote continuous professional development. By embracing these approaches, HRM can effectively evaluate work performance, support employees in their remote or hybrid work settings, and drive organizational success in the new normal.

## REFERENCES

1. Akhtar, J., & Abdullah, I. (2023). Meritocracy or aristocracy? Appraising the performance appraisal systems. *Emerald Emerging Markets Case Studies*, 13(1), 1-23
2. Al-Saadi, Z., Al-Maawali, W., Ibrahim, H., & Al Rushaidi, I. (2023). The Perceived Affordances and Challenges in the Newly Introduced OKR-Based Performance Appraisal System in an Omani HEI. *SAGE Open*, 13(2), 21582440231179632
3. Alves, M. L. B., & Machado, C. F. (2023). Performance Appraisal Systems for the Evolution of Environmental Competencies: Achieving Goals and Rewards. In *Corporate Governance for Climate Transition* (pp. 241-247). Cham: Springer International Publishing
4. Bratton, J., Gold, J., Bratton, A., & Steele, L. (2021). *Human resource management*. Bloomsbury Publishing
5. Bryce, V., McBride, N. K., & Cunden, M. (2022). Post-COVID-19 ethics of people analytics. *Journal of Information, Communication and Ethics in Society*.
6. Chadee, D., Ren, S., & Tang, G. (2021). Is digital technology the magic bullet for performing work at home? Lessons learned for post COVID-19 recovery in hospitality management. *International Journal of Hospitality Management*, 92, 102718
7. Diab-Bahman, R., & Al-Enzi, A. (2020). The impact of COVID-19 pandemic on conventional work settings. *International Journal of Sociology and Social Policy*, 40(9/10), 909-927.
8. Eiselein, P., & Dentchev, N. A. (2020). Managing conflicting objectives of social enterprises. *Social Enterprise Journal*, 16(4), 431-451

9. Fatima, T., & Elbanna, S. (2023). Advancing sustainable performance management in the hospitality industry: A novel framework based on a health-inclusive balanced scorecard. *Tourism Management Perspectives*, 48, 101141.
10. Faza, H., & Mukaram, M. (2023). Analisis Efektifitas Sistem Performance Appraisal Pada Pt Patra Badak Arun Solusi. *Applied Business and Administration Journal*, 2(1)
11. Ganko, I., Mereuta, C., & Jansova, E. (2021). Policy Implications for Skills Development and Employment Services: Labour Market Disruptions in the EU Neighbourhood and Central Asia During the COVID-19 Pandemic and in the Post-COVID-19 Pandemic Co... In *Transformations of Regional and Local Labour Markets Across Europe in Pandemic and Post-Pandemic Times* (pp. 107-128). Rainer Hampp Verlag.
12. George, S., Al Jaber, M. K., Salem, M. J., & AlSaad, A. J. (2021). The Impact of Management by Objectives on Employee Behaviour and Performance. In 2021 International Conference on Decision Aid Sciences and Application (DASA) (pp. 176-181). IEEE.
13. Ichsan, R. N., Santosa, S., Shara, Y., & Liriwati, F. Y. (2020). Investigation of strategic human resource management practices in business after covid-19 disruption. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(7), 13098-13110.
14. Intaratat, K. (2021). Digital skills scenario of the workforce to promote digital economy in Thailand under & post COVID19 Pandemic. *International Journal of Research and Innovation in Social Science*, 10, 116-127.
15. Irikefe, P. O. (2021). Effect of Objectives and Key Results (OKR) on Organisational Performance in the Hospitality Industry. *International Journal of Research Publications (IJRP.ORG)*, 91(1), 11-11.
16. Ivanov, D. (2021). Digital supply chain management and technology to enhance resilience by building and using end-to-end visibility during the COVID-19 pandemic. *IEEE Transactions on Engineering Management*.
17. Harahap, A. L., & Perdana, S. (2021). Analisis penilaian Kinerja Karyawan Menggunakan metode Behaviorally Anchore Rating Scale BARS dan Management By Objectives MBO Di CV Brilliant. *IKRA-ITH Humaniora: Jurnal Sosial dan Humaniora*, 5(3), 18-26.
18. Hamid, Z., & Shah, S. A. (2023). Juxtaposition of Traditional and Modern Methods of Performance Appraisal in Organizations. In *Promoting Organizational Performance through 5G and Agile Marketing* (pp. 245-266). IGI Global.
19. Jain, P. G., McBride, M. E., Caliendo, A., & Eppich, W. (2022). Effects of Longitudinal Coaching on Relationships and Feedback Processes in Pediatric Subspecialty Fellowships—An Interpretive Description Study. *Journal of graduate medical education*, 14(4), 458-465
20. Karkoulilian, S., Srour, J., & Canaan Messarra, L. (2020). The moderating role of 360-degree appraisal between engagement and innovative behaviors. *International Journal of Productivity and Performance Management*, 69(2), 361-381.
21. Kumar, A. (2021). 360 DEGREE FEEDBACK: A LITERATURE REVIEW. *Weser Books*, 52.
22. oerniawati, D. (2023). The Regional Financial Ratio Analysis As Performance Appraisal Tool (Case Study On Bppkad Magetan Regency). *Jurnal Ekonomi*, 12(01), 283-288

23. Mahato, M., Kumar, N., & Jena, L. K. (2021). Re-thinking gig economy in conventional workforce post-COVID-19: A blended approach for upholding fair balance. *Journal of Work-Applied Management*, 13(2), 261-276.
24. Medne, A., Lapiņa, I., & Zeps, A. (2022). Challenges of uncertainty in sustainable strategy development: Reconsidering the key performance indicators. *Sustainability*, 14(2), 761.
25. Mer, A., & Viridi, A. S. (2023). Navigating the Paradigm Shift in HRM Practices Through the Lens of Artificial Intelligence: A Post-pandemic Perspective. *The Adoption and Effect of Artificial Intelligence on Human Resources Management, Part A*, 123-154
26. Mohamed, H. A. E., & Hussien, R. H. (2023). Current Performance Appraisal System and its Relation to their Intent to Leave and Empowerment among Nursing Staff. *Assiut Scientific Nursing Journal*, 11(34), 1-8
27. Morse, G. A., & Dell, N. A. (2021). The well-being and perspectives of community-based behavioral health staff during the COVID-19 pandemic. *Social Work in Health Care*, 60(2), 117-130
28. Narbariya, S., Nayeem, M. A., & Gupta, R. (2022). Does HPWS amplify employees' change readiness for digital transformation? A study through the "work-from-anywhere" prism. *Personnel Review*, (ahead-of-print)
29. Narayanamurthy, G., & Tortorella, G. (2021). Impact of COVID-19 outbreak on employee performance—moderating role of industry 4.0 base technologies. *International Journal of Production Economics*, 234, 108075.
30. Ng, E., & Stanton, P. (2023). The great resignation: managing people in a post COVID-19 pandemic world. *Personnel Review*, 52(2), 401-407
31. O'Connell, B. T. (2022). 'He who pays the piper calls the tune': university key performance indicators post COVID-19. *Accounting Education*, 31(6), 629-639.
32. Okolocha, C. B. (2020). Effect of Management by Objectives (MBO) on Organizational Productivity of Commercial Banks in Nigeria. *International Journal of Trend in Scientific Research and Development (IJTSRD)*, 4(5), 1469-1476
33. Orikiriza, A. (2023). Performance management in Uganda's public sector, a case of Kampala capital city authority (Doctoral dissertation, Makerere University).
34. Rahmawati, D. A., & Wahyuningtyas, R. (2022) Design of Performance Appraisal Based On Key Performance Indicators At PT XYZ Proceedings of the 5th European International Conference on Industrial Engineering and Operations Management.
35. Rompho, N. (2023). Do objectives and key results solve organizational performance measurement issues?. *Benchmarking: An International Journal*.
36. Shongwe, E. M. (2023). The Challenges Experienced by School Principals in the Implementation of QMS Performance Appraisal System in Schools within Mpumalanga Province, South Africa. *Journal of Service Science and Management*, 16(3), 266-279.
37. Stuart, A. E. B. (2023). The effect of appraisal standards setting on employee performance in private universities in uganda. *Technology & agriculture (JODETA) Volume 1/February 2023*, 213.

38. Susanto, P. C., Syailendra, S., & Suryawan, R. F. (2023). Determination of Motivation and Performance: Analysis of Job Satisfaction, Employee Engagement and Leadership. *International Journal of Business and Applied Economics*, 2(2), 59-68.
39. Thoha, M., Susanta, H., Suryoko, S., Rhosyida, N., & Nadhifah, T. (2021). Appraising Management By Objective (MBO) And Behaviorally Anchor Rating Scale During COVID-19's Telecommuting Drive. *NVEO-NATURAL VOLATILES & ESSENTIAL OILS Journal| NVEO*, 2070-2080.
40. Taylor, A., Green, A., & Hassan, S. (2021). Priorities for up-skilling and re-skilling: what role can and should universities play?. *WMREDI*, University of Birmingham.
41. Timms, M. (2022). Three leadership assessment tools for managers. *Strategic HR Review*, (ahead-of-print)
42. Vahdat, S. (2022). The role of IT-based technologies on the management of human resources in the COVID-19 era. *Kybernetes*, 51(6), 2065-2088
43. Varma, A., Budhwar, P. S., & DeNisi, A. (Eds.). (2023). *Performance management systems: A global perspective*. Taylor & Francis
44. Verma, A., Venkatesan, M., Kumar, M., & Verma, J. (2023). The future of work post Covid-19: key perceived HR implications of hybrid workplaces in India. *Journal of Management Development*, 42(1), 13-28.
45. Vlahos, C. (2021). Designing integrated business training programs focused on the unemployed in the post-COVID-19 era. *TEM Journal*, 10(2), 645-655
46. Wirl, D., & Luge, S. (2022). Objectives and Key Results: How Navigating Travelling Organizations Might Succeed. In *Navigating a Travelling Organization: Insights, Ideas and Impulses from the 3-P-Model* (pp. 127-140). Cham: Springer International Publishing
47. Zhao, C., & Gudamu, A. (2021). Ranking of teaching evaluation index system of public physical education curriculum based on management by objectives using analytic hierarchy process. *Mobile Information Systems*, 2021, 1-15