

## **Impact of Employee's Performance during COVID-19**

Mrs. Anushka Shokeen, Research scholar association of Sushant University

Dr. Naveen Nandal, Assistant Professor association of Sushant University

### **ABSTRACT**

The main focus of this research paper is on how COVID-19 has influenced people's lifestyles, working habits, job satisfaction, employee efficiency, and behavior. Leadership is a leader's method of persuading subordinates with specific traits to achieve the desired goals. Any organization's success is dependent on its ability to lead. The leadership tactics employed in establishing conditions that allow the people they lead to become aware of the necessity to carry out their aims is one of the aspects that determine a leader's effectiveness. In other words, a leader's performance is determined by his ability to manage and apply his leadership style in light of the events and conditions of the company. During COVID-19, the most significant effect was on employee performance. The needs of the organization must be satisfied by leaders. It also affects the employee's day-to-day life, which must be cooperative with the job. Employee roles are critical in the workplace because they must adapt to the attitudes of managers and leaders during this pandemic period. However, in order to receive an appraisal or other reward from the company, employees must be perfect in their behavior and how they do their jobs.

**Keywords:** COVID-19, Employee's Performance, Job Satisfaction, Employee's Behaviour, Leadership.

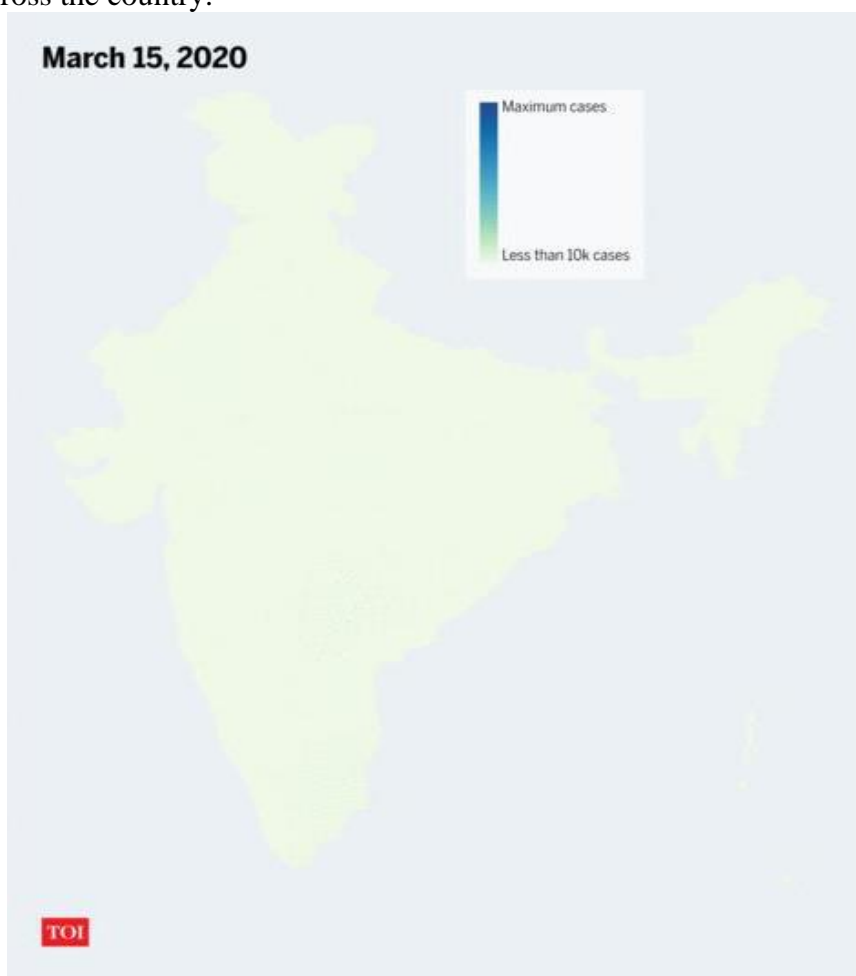
### **INTRODUCTION**

The COVID-19 pandemic in India is part of the global coronavirus disease pandemic of 2019 (COVID-19), which is caused by coronavirus 2 that causes extreme acute respiratory syndrome (SARS-CoV-2). On December 31, 2019, Chinese authorities informed the World Health Organization (WHO) about an outbreak of an unknown respiratory disease. On January 30, 2020, the WHO declared the outbreak of COVID-19 as a public health emergency of international concern. Cases extended quickly from the city of Wuhan to other parts of China and, since then, to the whole world (World Health Organization, 2020a). Since December 31, 2019, when the first case was reported to the WHO by Chinese authorities, close to 30 million cases have been confirmed in 216 countries, with more than 930,000 deaths (World Health Organization, 2020b).

At the start of 2020, it seemed as if the planet had been hit by a new disease. Nobody knows what the Covid-19 is or how it got here. It appears that a dark box has returned from the depths of history. Beyond medicine, epidemiology, and economics, psychological principles, like leadership, are critical to resolving this grave danger (Kniffin et al., 2020). How does this situation impact people's everyday lives, such as wearing masks and bringing a sanitizer bottle with them? It makes significant changes in the stock market, economics, financial instability, the atmosphere, education, food retailing, investment banking, and many other areas where unforeseen situations may arise in the future. It results in significant changes in organizational behavior, holiday entitlement, welfare, educational methods, and so forth.

The COVID-19 pandemic has thrown the American economy into confusion. From the first reported case on January 20 and the first death on February 29, the prevalence of the disease grew exponentially, spurring dramatic individual and policy responses. People stopped going to shops and restaurants, and officials ordered people to operate from home by closing schools and non-essential businesses. In combination, these responses led to a large economic contraction and extreme job losses in late March and early April (Brinca et al., 2020; Coibion et al., 2020). The current COVID-19 global health crisis is unprecedented. It is regarded as one of history's pivotal moments, reshaping social and economic standards as we know them and usher in a new human age. The magnitude and speed of collapse in different activities that have followed are unlike anything experienced in our lifetime (Gopinath 2020).

The virus has had the most devastating effect in the country's south. Maharashtra, Kerala, Karnataka, Tamil Nadu, and Andhra Pradesh are four of the five worst-affected states in India. Since the virus's breakout in January, here's how it's travelled across the country. According to the most recent data, incidences were on the rise in all 28 states and 8 union territories across the country.



We can surmise from the video above that this virus has spread across the world. It notes clearly that the virus began affecting the world in March 2020 with no cases recorded. In April and May 2020, there is a slight change in the number of cases, then in June 2020, there is an increase in cases. After June 2020, the number of cases fluctuated between high, moderate, and slightly low per month. In certain parts of the world, a second wave, which began in March 2021, was considerably greater than the first, with vaccine shortages, hospital beds, oxygen cylinders, and other medications. India has overtaken the rest of the world in the number of new and active cases by late April. On April 30, 2021, it became the first country to register over 400,000 new cases in a 24-hour period.

The number of coronavirus cases has been steadily growing. The total number of coronavirus cases worldwide is 154,175,226 million, with daily new cases totalling 669,689 thousand; in India, the total number of coronavirus cases is 20,275,543 million, with daily new cases totaling 3,55,828 thousand. The tables below show the total number of coronavirus cases as well as new cases reported every month in both the World and India. The number of cases was first seen in January 2020 (12,401 million) with daily cases (0 K) in the world, and in March 2020 (1,251 million) with daily cases (146 K) in India.

Table 1: Shows the data of worldwide

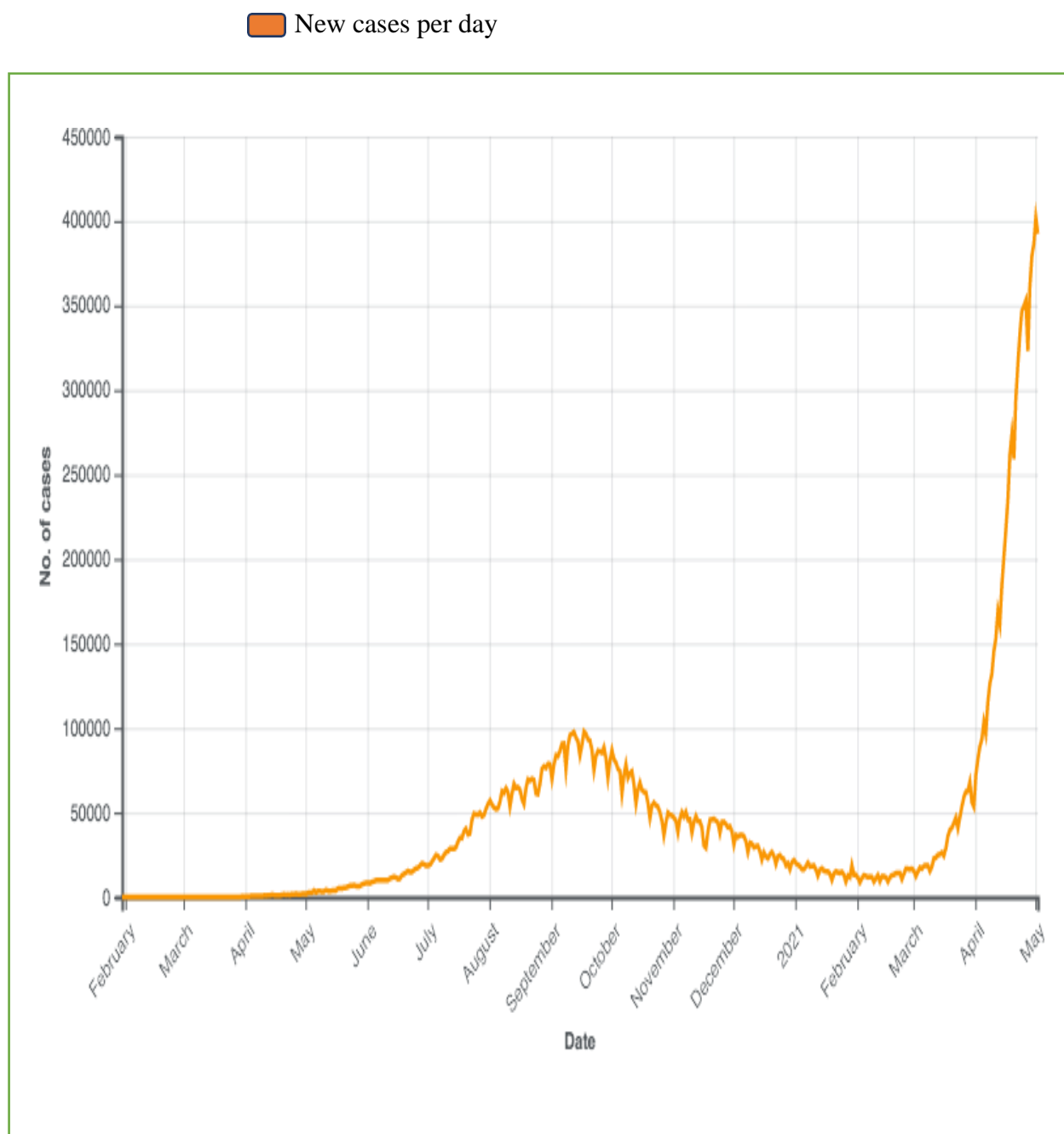
Sr. no	Month	Total no. of coronavirus cases	Daily new cases
1	January'2020	12,401 M	0 K
2	February'2020	88,731 M	14,180K
3	March'2020	961,643 M	75,825K
4	April'2020	3,477,446 M	89,588K
5	May'2020	6,509,676 M	111,397K
6	June'2020	10,918,550 M	179,788K
7	July'2020	18,218,619 M	294,940K
8	August'2020	26,269,154 M	252,090K
9	September'2020	34,892,235 M	321,998K
10	October'2020	47,163,808 M	505,159K
11	November'2020	64,523,651 M	500,731K
12	December'2020	83,978,640 M	758,927K
13	January'2021	103,529,144 M	418,042K
14	February'2021	114,692,090 M	323,002K
15	March'2021	129,453,858 M	646,297K
16	April'2021	152,000,399 M	873,255K
17	3 <sup>th</sup> May'2021	154,175,226 M	669,689K

Table 2: Shows the data of INDIA

Sr. no	Month	Total no. of coronavirus cases	Daily new cases
1	March'2020	1,251 M	146 K
2	April'2020	34,863 M	1,801 K
3	May'2020	1,90,609 M	8,782 K
4	June'2020	5,85,792 M	18,256 K
5	July'2020	1,697,054 M	57,704 K
6	August'2020	3,687,939 M	68,770 K
7	September'2020	6,310,267 M	86,748 K
8	October'2020	8,182,881 M	46,715 K
9	November'2020	9,463,254 M	31,179 K
10	December'2020	10,267,283 M	19,045 K
11	January'2021	10,758,619 M	11,528 K
12	February'2021	11,112,056 M	15,616 K
13	March'2021	12,220,669 M	72,182 K
14	April'2021	19,157,094 M	4,02,110 K
15	3 <sup>th</sup> May'2021	20,275,543 M	3,55,828 K

The graph below depicts how covid-19 is spreading day by day. The number of cases is also rising. According to the graph, the maximum number of cases increased between September-October 2020 (1 lakh new cases) and a minimum number of cases were in February-May 2020 (0 new cases); the maximum number of cases increased between April-May 2021 (from 50 thousand to 4 lakh new cases) and a minimum number of cases were in January-March 2021 (below 50 thousand new cases).

Graph 1: Daily New Cases



Behaviour, performance, and results are not the same. Behaviour is what people do. Performance is the expected organizational value of what people do. Results are states or conditions of people or things that are changed by what they do in ways that contribute to or detract from organizational effectiveness. Therefore, results are the route through which an individual's behavior helps or hinders an organization in reaching its objectives, which is what makes it appealing to focus on results when considering individual performance.

Kane's (1986, 1996) concept of a performance distribution embodies the idea that discrete performance behaviors are carried out by the same individual over some time. Employee job performance has always been a major challenge in organizational management and adopting effective ways to motivate employees to achieve and deliver higher job performance as well as increase organizational competitiveness is the main objective of every business organization (Lee & Wu 2011).

Perception, beliefs, and attitudes all play a significant role in performance. It seems that there are so many factors affecting work efficiency that it is almost difficult to keep track of them all. In a given situation, performance is described as a function of individual capacity, skill, and effort. Employee skills and talents are relatively stable in the short term. As a result, for this analysis, the researcher defines success as the amount of effort put into an employee's job. Job satisfaction also has important managerial consequences. Employees would do better if they are happy with their workplace. On the other hand, if work satisfaction is poor, performance issues will arise. It's crucial to break down the study into a collection of basic variables when looking at work satisfaction outcomes.

Campbell (1990) defined eight behavioral dimensions of performance that he claimed "are sufficient to describe the top of the latent hierarchy in all jobs in the Dictionary of Occupational Titles. However, the eight factors are not of the same form. They have different patterns of sub general factors, and their content varies differentially across jobs. Further, any particular job might not incorporate all eight components" (Campbell, p. 708). The eight factors appear in the following list:

1. Job-specific task proficiency: How well someone can do tasks that make up the core technical requirements of a job and that differentiate one job from another.
2. Non-job-specific task proficiency: How well someone can perform tasks that are not unique to the job but that are required by most or all jobs in an organization.
3. Written and oral communications: How well someone can write or speak to an audience of any size.
4. Demonstrating effort: How much someone commits to job tasks and how persistently and intensely someone works at job tasks.
5. Maintaining personal discipline: How much someone avoids negative behavior such as alcohol abuse, rule-breaking, and absenteeism.
6. Facilitating team and peer performance: How well someone supports, helps, and develops peers and helps the group function as an effective unit.
7. Supervision: How well someone influences subordinates through face-to-face interaction.
8. Management and administration: How well someone perform other, nonsupervisory functions of management such as setting organizational goals, organizing people and resources, monitoring progress, controlling expenses, and finding additional resources.

According to Boyatzis (2008), the founder of the theory of action and job performance, performance in an organization is influenced by three main factors: individual, organizational environment, and job demand. The first factor is the individual, which consists of the vision, values, philosophy, knowledge, nature, competencies, career path, style, and interests of the workers. The second factor is the organizational environment, which consists of the culture and climate, structure and systems, industrial maturity, organizational strategic position, core competencies, and the greater context. The third factor is the job demand, which consists of the duties, functions, and roles of each member of the organization.

Leadership is a challenge in a global economy where the business environment is dynamic and competitive. Coping with such a competitive economic environment requires organizations to transform and go through organizational changes to be able to keep up with business trends. In order to build a culture of task completion and stability, leadership is a critical functional mechanism in every company. Workers and leaders have a strong connection that leads and supports employees in achieving corporate goals (Elhajj, 2013).

Employment satisfaction is defined as a "pleasant emotional state arising from the appraisal of one's work as accomplishing or promoting the accomplishment of one's job values." Job dissatisfaction, on the other hand, is described as "the uncomfortable emotional state that results from judging one's job as irritating or hindering the accomplishment of one's employment values, or as suggesting disvalues." Satisfaction and dissatisfaction, on the other hand, are seen as "a function of the perceived relationship between what one perceives it to give or imply."

#### **Four stages of the novel coronavirus:**

Stage 1: The virus is only discovered on persons who have been imported from afflicted nations at this time. The illness has not spread locally at this time.

Stage 2: When the virus spreads locally through affected individuals. It is generally relatives or friends of individuals who have been overseas who test positive after having had intimate contact with the sick person. Because fewer individuals are infected and the source of the virus is known, contact tracing and self-quarantining are easy to do at this point. India, for example, is now in Stage 2.

Stage 3: Those who have not been exposed to an infected individual or who have been to afflicted areas in the past are still testing positive at this time. This is the community transmission step.

Stage 4: In this stage, a large number of people are sick, and the illness has progressed to the point where it has become an epidemic. Controlling and containing the spread is extremely challenging. China has to cope with this.

#### **OBJECTIVE OF THE STUDY**

The study's objective is to explore the differences in the working strategies of the organization's leadership during COVID-19. This pandemic age seems to affect employee performance when they are doing work from home.

→ To achieve the aim of this study, I will collect the following objectives: -

1. To understand the differences that have arisen in employee's performance as a result of the pandemic time.
2. What impact of covid-19 leaves the employee's job satisfaction?
3. Changes in the behavior of the employees.

## **RESEARCH METHODOLOGY**

You will find both primary and secondary data in this report. Sci-Hub, Google Scholar, scientific papers, and other secondary data sources are examples. This review paper has applied to numerous research papers and review papers from the last six years and beyond. Newspapers, journals, Wikipedia, and other types of primary data are used.

## **LITERATURE REVIEW**

Job performance is defined as an individual's overall expected value to the organisation of discrete behavioural events during a certain time period. This definition is a significantly updated version of a prior definition of performance provided in association with a hypothesis of individual variations in task and contextual performance (Motowidlo, Borman, & Schmit, 1997).

“Leadership is a process where leaders use their skills and knowledge to lead and bring a group of employees in the desired direction that is relevant to their organization's goals and objectives. Additionally, an effective leader that has strong leadership skills should also have a certain characteristic, such as, passion, consistency, trust, and vision; for only leaders who own these characteristics can build trust in employees” (Domingo & Sa, 2017).

According to Cunningham (2006) and Junzhi, et al (2020), performance is the work outcome of leadership that results in staff performance that the firm desires. The employee's work environment is regarded as excellent, and the relationship between subordinates and leadership in the employee's work environment is pleasant and tranquil.

Ahluwalia and Preet (2017) argued that high motivation can assist workers in achieving work satisfaction. Two types of motivation exist in a workplace: intrinsic and extrinsic motivation. Intrinsic motivation arises from inside the individual and there is no need for stimulation from the company or other people. The individual has their reasons to feel motivated and the factors involved in intrinsic motivation are different for each, extrinsic motivation arises outside the individual and requires intervention from a company to stimulate the motivation.

The argument that jobs satisfaction highly influences employee performance has been confirmed by previous research (Muslih, 2012; Khan et al., 2016). If job satisfaction is not achieved, then employee performance will be poor, as their productivity will be negatively affected.

The positive contribution of work motivation to job performance has also been suggested by Muchtar (2017), who previously researched to examine the effect of work environment and



work motivation on performance. He further suggested that job satisfaction mediates the effect of work motivation and environment on job performance.

The coronavirus epidemic has placed huge expectations on leaders in the business sector and other areas, according to Jokowi (2020), President of the Republic of Indonesia. The number of people who died as a result of this illness instilled dread among employees and other stakeholders. Leaders may find it challenging to manage with large-scale breakouts and the uncertainties they face. This outbreak is characterized by a "landscape-scale" or big-scale crisis, which may be defined as an unexpected or enormous occurrence that occurs at a rapid rate, producing a significant level of uncertainty, confusion, feelings of loss of control, and severe emotional disturbances.

According to Kouzes and Posner, "leadership is the skill of energizing people to desire to battle for shared objectives."

People's sentiments and views regarding their present employment are referred to as job satisfaction. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors, or subordinates, and their pay (George et al., 2008).

## **CONCLUSION**

This research paper focused on the impact of employees' performance in the organization during Covid-19. Among the major factors considered in this study: workload, personal preferences, leadership, pandemic crisis, motivation, behavior in the organization, and many external factors which affect the employee's performance in the organization. The employee needs to fulfill all criteria of the organization and of course their own family too. The relationship between the leader and the employees should be constructed so that they can all reach the goal. To achieve the organization's objectives, employees must give their best effort. To boost employee efficiency, the leader should act in the same manner that he or she treats their own family. To build professional job satisfaction with employment and tasks, it is critical to pay attention to the division of work under the employees' skills based on the degree of education the employee has. That can also be achieved by allowing staff to participate in special education and skills training. In this pandemic scenario, where many workers have lost their jobs due to non-payment, employees have been worried about their jobs. And they do work from home, which can be difficult for certain workers because they have young children or face some kind of distribution when working from home. One of the most relevant words in an employee's vocabulary is job satisfaction.

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