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A New-Age Integrated Performance Management Framework to Measure the Employee Performance Concerning Post-Covid19 Era

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Abstract: In most organizations, the traditional performance management systems are being used to measure employee performance, which was generally aligned to the vision, goals, mission, and outcomes of the organizations. The performance of an employee in most cases is measured yearly using a structured performance appraisal form which is a standard document based on the employee's present role and his/her outcomes. It is a common practice to use a self-appraisal system to measure middle and higher-level employee's performance by setting the employee's goals in the form of yearly or half-yearly work plans. An employee's activities are determined and listed in the work plan to achieve the targeted milestones or outcomes.An employee will be appraised at the end of the year based on the outcomes or achievements provided against each of the activities listed in the work plan. The researcher observed a lacuna in the traditional performance management system to appraise an employee's performance. Because it is just based on work plan activities versus outcomes aligned with the vision and mission of the organization. However, in reality,several other internal and external factors are critical to an employee's performance that need to be addressed for enhanced employee and organization's performance. The lesson learned from the Covid-19 pandemic, where remote working is a new normal for most organizations and organizations adopted this new method of working, wherever possible. Further, the employees across the world, irrespective of the sector/area, experienced high-level of occupational stress, displaced work-life balance, workplace isolation, employee disengagement, lower job satisfaction, and some negative effects on their psychological well-being, with decreased motivation and morale. Therefore, there is an urgent need to develop and deploy an integrated new-age performance management framework considering the above-described factors. Researchers in this manuscript presents an integrated new-age performance management framework aligning the internal and external factors of an organization – psychological well-being of an employee, occupational stress, social support, motivation, job satisfaction, work-life balance, employee engagement, workplace isolation, remote working, and effective coping strategies with the performance management system (PMS) to measure an employee's performance.

Keywords: Occupational stress, Psychological well-being, Remote working, Employee engagement

INTRODUCTION

Assessing employee performance for the growth and benefit of the employees is a must for any organization as the employee are the major stakeholders of any business (PWC, 2016). Performance management systems are evolutionary and almost all organizations are instigating considerable modifications in the way they deal with the dimension and performance. Till today, several organizations are using the traditional performance management systems without or with minimal changes believing PMSis directly associatedwith the measurement of employee performance and pay. The relatively efficient role of performance management systems in endorsing some values, promoting creativity, and enhancing employee motivation is well documented, though the effects of the PMS are not a center of attention for most organizations. Motivation and enhancing employee performance are essential for the progress and growth of an organization from human resources perspective (Gungor, 2011). In several organizations, the PMS is the part and parcel of human resource management. Organizations must develop competitive strategies and invest in employees for enhancing their performance at work through continuous learning and development.

The traditional performance management systems are aligned with the organizational objectives and are means to make sure that employee's performance will contribute to accomplishing the organizational objectives. Ying 2012, reported that developing, planning and managing performance, feedback, and rewards are some of the stages of the performance management systems. Over the period, the traditional performance appraisal system moved to PMS as the performance of an organization is an aggregate of the performance of all the employees. Some organizations tried to move away from the traditional methods by applying innovative means to enhance employee performance to gain a competitive advantage (Toppo & Prusty, 2012). The PMS is an essential component to define an organization's success or failure. Further, if the employees are unhappy with the available performance management system, reluctantly involve the process and results in reduced performance of an organization. The traditional performance management systems are concentrated only to assess the employees' behavior is in line with the productivity, harmonizing management objective. A PMS sets the goals for an employee for the success of an organization and strategizes to evaluate the employee and organization's performance outcome (Babu &Suhasini, 2017).

In general, the traditional performance management systems are created to manage the human resources i.e. employees (Matlala, 2011). Further, through the traditional performance management systems organizations define the objectives, establish performance measures, assign the work, establish training and development, provide feedback, and offer rewards. However, how good is PMS, perfect execution is needed for high employee engagement, and to have a positive influence on employee performance (Anitha, 2014). In most of the traditional PMS systems, the focus is on managerial leadership, good human resource practices, a congenial work environment, and positive and inclusive involvement of employees for efficient management survival of the PMS in an organization (Noronha et al. 2016). Understanding the performance management system, objectives and goals of the organization also plays an important role in employee performance. Begum et al., (2015) reported that the employees who understood well the goals, objectives, and PMS performed well. The performance management system is termed positive, employee-friendly, or negative based on the feedback and assessment received by an organization (Nayak et al. 2018).

Tseng and Levy (2019) presented a multilevel leadership process framework of performance management and reported that the role of a leader influences directly PMS at multi-levels as the leadership process is an underlying mechanism of PMS. Sardi et al. (2020) reported in a study on small

and medium-sized enterprises that identified three conceptual propositions with the main themes of advanced performance management systems in SMEs. Further, the authors opined that Human Resource Management plays a critical role in assessing and enhancing performance management. Mruthyanjaya Rao et al., (2020) presented a statistical perspective of the PMS as it just not only includes employee performance, also training and development, improving the aspects of communication, and presented the performance methodology to assess the employee performance. Wuryani et al. (2021) presented a critical analysis of assessing employee performance through decision supported system with motivation as a predictor of employee performance. The authors concluded that the situational leadership-supported decision support systems are not significant and marginally improved employee performance.

REVIEW OF LITERATURE

The PMS is an effective tool for human resource management to manage employees. Traditional performance management systems linked the PMS and performance systems basically on pay and promotions, job assignments, termination and retention employee decisions. The prioritization of organization goals, monitor the performance of employees and organization, review the performance of employees, feedback, motivation and rewards are the main functions of performance management systems in most organizations (Gupta and Kumar, 2012). Further, Jahanshahi et al. (2011) reported that some of the factors mentioned above act as an obstacle to the timely performance evaluation. The job functions, understanding an association between employee's role and organization's goals are important elements to assess the employee and organization's performance (Mishra &Sahoo, 2015). Festing (2011) opined that the goals concerning the evaluation of PMS globally, to make the employees on clear understanding of their position and providing feedback. However, in the recent past after the arrival of human resources development/management, the focus shifted to diagnosing organization and individual problems, identify the factors that affect employee performance, enhancing employee performance through learning and development and motivation (Rao, 2019).

The traditional performance management systems are not effective, not employee-friendly as the appraising system is a practical challenge for most managers because of bias, and the factors like motivation, cognitive and behavioral as most of the PMS existed PMS is directly linked to promotions, salary increment, and other employee benefits. Further improper implementation of PMS will jeopardize the system as the employee are affected. Besides, the quality of working life motivation and feeling of an employee, positive or negative, and attitude of an employee towards the organization is dependent and PMS and its implementation (Gunasekaran et al., 2004). Chandana & Easow (2015) emphasized the need to develop a PMS that enhances the commitment and competencies concerning attaining organizational goals. In IT companies in PMS 360-degree feedback was initiated which is an anonymous and confidential assessment of the workforce (Gupta and Kumar, 2012). Further, the four integral elements of 360-degree feedback are immediate supervisor's appraisal, self-appraisal, peer and subordinate appraisals (Akinbowale et al. 2013). Gujnasekharan et al. (2004) emphasized the need for correct and perfect employees using PMS to identify the best and worst performers. Further, the authors suggested identifying the reasons and factors that are affecting the performance with reference to the worst performers.

Moving away from the traditions of PMS some companies use certain mobile devices to measure employee performance (Alturaigi & Altameem, 2015). The mobile interventions brought significant changes in banking sectors and were efficiently used to drive financial inclusion to reach the people to connect them with the banking systems using e-commerce technologies which considerably enhance employee performance in the banking system (Sharma et al. 2016). Zhang (2012) reported that activities like personal development, constant communication with employees and training and development

have positively impacted the PMS and employee performance. Khandelwal (2016) opined that PMS should comprise all the organizational procedures which are determinants of employee performance and organizational performance as a whole. Begum et al. (2015) identified the factors such as employee attitude, training, raters bias, training, interpersonal communications will have a great impact on the PMS system.

Prasad et al. (2015) in a study carried out in IARI, Hyderabad identified the stress-causing factors like job-related, psychological, organizational, and individual factors in the workplace and reported that these factors are affecting employee performance. Prasad et al. (2016) using comparative study, assessed several occupational stress factors like - Work overload, peer relations, role ambiguity, and role overload, job-security, co-employees, employee Career, employee personal factors, physiological factors, organizational climate, and behavioral factors, and reported job insecurity and job-related factors have significant influence on employee performance when compared to other stress-causing factors are moderately influencing the employee performance. This study found no significant differences concerning stress levels in the Information Technology sector and IARI. However, the authors reported the women employees experienced more stress than men, because of their different roles as mother, wife and as employee. A significant difference among Women and Men employees was observed on stress-causing factors and high level of stress reported in women employees, however, the performance is affected moderately about a study in the International Agricultural Research Institute, Hyderabad (Prasad et al. 2016). Mruthyanjaya Rao et al. (2016) studied the factor that affects the scope and objectives of PMS in M-commerce industries in Hyderabad and reported that factors rated biasedness and employee behaviour significantly influencing the PMS in M-Commerce industries.

Prasad et al. (2017) using a multinomial logistic regression analysis evaluated the Performance Appraisal System as part of PMS in the Agricultural Research sector. The factors employee job knowledge, skill level, employ motivation and initiative, job execution, overall rating, teamwork and compliance to policies are significantly influencing the performance management systems. The authors also reported that job skill, job execution, initiative and compliance to policies and practices significantly influencing the performance of both women and men employees. Prasad et al. (2016) studied the effect of occupational stress, social support and coping strategies adopted approach and avoidance and concluded that stress, coping strategies and social support significantly influencing the performance management system. The study further reported that women employees adopted approach coping strategies as a long strategy to cope the stress and enhance performance. Prasad et al., (2019) suggested a mechanism to overcome the rating anomalies in the Performance Management System using a case study concerning IARI, Hyderabad.

Prasad et al. (2020) presented the results of their study on the psychological well-being of remote working employee challenges and opportunities for organizations in such situations as the Covid-19 pandemic. The study concluded that the psychological well-being of an employee has been influenced by individual, organizational, and external factors Prasad et al., (2020) in a study on the relationship between Covid-19 parameters, occupational stress, and employee performance reported that the covid-10 factors workplace isolation, lack of communication, family distractions, role overload, and occupational stress factors workload, role ambiguity, role conflict, career, and Job-control are statistically significant and influencing the performance. The study further reported five of the standardized beta values are >0.2 statistically significant, and influencing the outcome variable performance. This study was carried out using a structured questionnaire to study the covid-19 pandemic impact on agriculture research sector employees. Rao et al. (2020) presented a statistical perspective of the PMS and its evolution and its impact on the organization approach concerning performance appraisal systems. The study concluded the performance management systems should be flexible if needed the management should be ready for some modification considering the pandemic type situations.

Prasad et al. (2020) reported that the factors organizational climate, role ambiguity, job satisfaction, psychological significantly influence employee well-being and performance. Muralidhar et al., (2020) in their study on work-life balance and employee performance, reported that remote working factors personal habits, and work schedules are significantly influencing the employee work-life balance. Mruthyanjaya Rao Mangipudi and Prasad (2020) developed SIXAS®: An Auxiliary New-Age for measuring the organization and employee performance that is useful to convert the adversaries into opportunities.

RESEARCH GAP

Even after the thorough literature review with searching several webresources, databases, and other materials across the universities on performance management systems, the authors could not find any literature related to the performance management system model or framework amalgamated with the external factors that the PMS like psychological wellbeing, occupational stress, social support, motivation, job satisfaction, work-life balance, employee engagement, workplace isolation, remote working, coping mechanisms for handling pre and post-Covid19 type pandemics. Even after decades of research across the world, PMS systems are void of the factors that affect the PMS. Therefore, the authors decided to develop **A New-Age Integrated Performance Management Framework to Measure Employee Performance concerning the Post-Covid19 Era** amalgamating the said factors in PMS aligning with the organization's goals and objectives.

OBJECTIVE

To develop A New-Age Integrated Performance Management Framework to Measure the Employee Performance concerning Post-Covid19 Era amalgamating the components of psychological well-being, occupational stress, social support, motivation, job satisfaction, work-life balance, employee engagement, workplace isolation, remote working, and coping and aligning the framework with organizational objectives, goals and business outcomes.

4.1 Hypothesis

H_o: The components of psychological well-being, occupational stress, social support, motivation, job satisfaction, work-life balance, employee engagement, workplace isolation, remote working, and coping strategies are not statistically significant and influencing the employee performance a component of the Performance Management System

H_1: The components of psychological well-being, occupational stress, social support, motivation, job satisfaction, work-life balance, employee engagement, workplace isolation, remote working, and coping strategies are statistically significant and influencing the employee performance a component of the Performance Management System

4.2 Theoretical Framework

The theoretical framework for the new-age performance management framework was developed following the models proposed by (Muralidhar et al. 2020; Prasad et al. 2020) and the evolution of performance management systems (Mruthyanjaya Rao Mangipudi et al. 2020) and in presented in Figure 1.

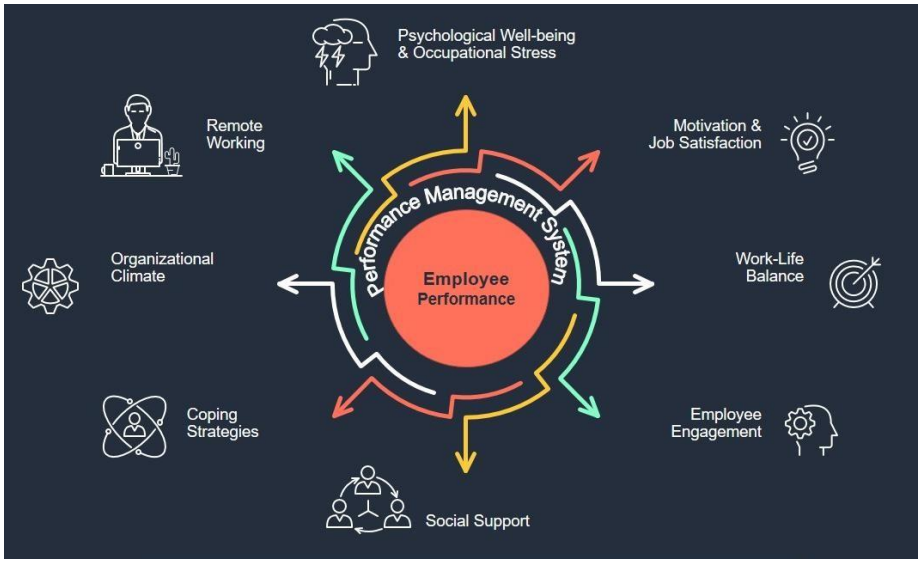

Figure 1 The factors that affect the employee performance indicated and embedded in Performance Management System – *A New-Age Performance Management Framework to Measure the Employee Performance concerning Post-Covid19 Era.*

4.3 Conceptual characteristics of the study variables

Psychological well-being: Psychological well-being in this research context is referred as a positive mental attitude, satisfaction, and happiness with the present employment, of an employee. This factor was measured based on the model, a shortened version of an 18-point scale (Ryff et al. 1995 & 2010). The responses received on a 7-point scale are converted to a 5-point scale using linear transformation methods of (IBM 2020 and Prasad et al., 2020).

Occupational stress: Occupational stress is the stress from employment or job experienced by an employee due to various reasons – lack of job control, lack of resources, peer harassment, work overload, role ambiguity. The occupational stress was measured based on the modified version of Srivastava and Singh (1991) following the method of Prasad et al., (2020).

Social support: Social support is an employee having friends, including family, and others so the employee is confident to get their support in times of crisis or crisis to give him/her a positive self-image.

Motivation: Motivation is the willingness to perform. Intrinsic motivation is the desire of an employees willingness to perform on his/her own. The extrinsic motivation is motivated by external factors such as rewards, bonus, promotion, etc. Motivation is measured following the method of Prasad et al. (2021).

Job satisfaction: Job satisfaction an employee's pleasantness or contentedness with the present job not limited to work, but pay, organization climate, peer relations, etc. The job satisfaction was measured following the procedure of Prasad et al. (2021).

Work-life balance: Work-life balance is a state of stability between an employee's life and work. The work-life balance was measured following the model suggested by Muralidhar et al. (2020).

Employee engagement: Employee engagement is an employee's physical, emotional, and intellectual dedication to the organization's vision and mission to meet the predefined goals and objectives.

Employee engagement was measured using a modified version of the scales by Saks (2006) and Spector (1985) as reported by Prasad et al. (2021).

Remote working: Remote is working from home or other office designated place other than the working place/office. The remote working of an employee is measured following the model of Prasad et al. (2020, 2021).

Organizational Climate: Organizational climate is a work environment as perceived by an employee, that influences the employee behavior and motivation. Organizational climate is a notion or thought as judged by an employee it varies from person to person. A model developed by Prasaad et al. (2020) anda suitable scale following the model of Fred Thumin and Laurie Thumin (2011) as reported by Prasad et al. (2020) was used to measure the organizational climate.

Coping strategies: Coping is conscious to reduce stress and other negative factors. Approach coping where an employee directly attempts to deal with the situation through overt action and realistic problem solving like discussing with peers, brainstorming, applying knowledge to find new solutions, whereas Avoidance coping where an employee runs away and tried to get solace and comfort through sleep, taking leave, drinking, excessive eating and religious interventions. Coping is measured based on the modified version scale of Srivastava (2001)

Performance: Performance is a multidimensional concept and is an act of completing a task assigned with employment reference. The employee performance is measured using a 9-point (-4 to +4 and 0 being neutral) scale based on Campbell et al. (1990). The responses were converted to a 5-point scale using the linear transformation (IBM and Prasad et al., 2020)

Estimation sample size: As the population is known the Yamane's formula is used to estimate the sample size. At 95% confidence level, p=0.5, the size of the sample is measured using the formula

N= Population = 260

$$N = \frac{N}{1+N(e^2)} = \frac{260}{1+260(0.5^2)}$$ = 157.57 so a sample size of 160 used

Table 1: The sample characteristics

Gender	Frequency	Percent
Male	92	57.5
Female	68	42.5
Total	160	100
Source: Primary data		

Table 2: Sample details

Age group	Respondents (Frequencies)	Percent
20-30	26	16.25
31-40	69	43.13
41-50	31	19.37
51-60	34	21.25
Source: Primary data		

Table 3: Variables of the study (independent and dependent)

Factor	Description	No. of items
	Independent factors	
1	Psychological Well Being	6
2	Occupational Stress	6
3	Social Support	6
4	Motivation	6
5	Job Satisfaction	6
6	Work Life Balance	6
7	Employee Engagement	6
8	Remote Working	6
9	Organization Climate	6
10	Coping	6
11	Performance **(Dependent Factor)**	6
Source: Primary data		

DATA ANALYSIS

The researchers measured descriptive statistics, Cronbach alpha statistic, correlation studies among the variables, ANOVA, regression analysis and posthoc comparisons to know the cause and effect of variables.

The measured Chronbach Alpha value for the overall sample is 0.78 and the Cronbach Alpha values for all the study variables are > 0.60 indicating the research instrument maintained internal consistency and reliability (Table 4). The psychological well-being is measured using a 7-point scale, performance is measured using a 9-point scale and all other 9 study variables are measured using a 5-point Likert-type scale. All 66 statements were systematically mixed to avoid bias.

Table 4: Reliability statistics of study variables

Factor	Description	Number of items	Cronbach Alpha
1	Psychological Well Being	6	0.72
2	Occupational Stress	6	0.67
3	Social Support	6	0.72
4	Motivation	6	0.71
5	Job Satisfaction	6	0.67
6	Work Life Balance	6	0.61
7	Employee Engagement	6	0.67
8	Remote Working	6	0.63
9	Organization Climate	6	0.67

10	Coping	6	0.62
11	Performance **(Dependent Factor)**	6	0.67
	Overall		0.78
Source: Primary data			

Correlation studies: The associations among the study variables are presented in Table 5. Most of the correlation values depict moderate to a strong association (negative or positive) among the study variables. Occupational stress is negatively associated with psychological wellbeing, and in a similar way employee engagement is positively associated with social support, whereas remote working is positively correlated with social support and so on.

Table 5:Association among the study variables

Study variable	1	2	3	4	5	6	7	8	9	10	11
1. Psychological Well Being	1										
2. Occupational Stress	-.347**	1									
3. Social Support	-.225**	.709**	1								
4. Motivation	0.119	-0.010	.162*	1							
5. Job Satisfaction	.210**	-.452**	-.211**	-0.016	1						
6. Work-Life Balance	-.275**	.582**	.546**	-0.122	-.447**	1					
7. Employee Engagement	-0.040	.322**	.470**	-0.044	-.224**	.331**	1				
8. Remote Working	-.171*	.591**	.802**	0.014	-.158*	.371**	.434**	1			
9. Organization Climate	-.356**	.628**	.603**	-0.087	-.466**	.642**	.409**	.439**	1		
10. Coping	-0.073	.832**	.774**	-0.003	-.385**	.571**	.489**	.580**	.681**	1	
11. Performance	.978**	-.186*	-0.068	0.110	0.132	-0.123	0.065	-0.053	-.211**	0.111	1

**Significant at the 0.01 level (2-tailed).

*Significant at the 0.05 level (2-tailed).

FINDINGS AND DISCUSSION

Findings

6.1 Regression analysis

Before regression analysis, all the assumptions required for analysis were checked so the data is fit for analysis. The Durbin-Watson Statistic >1 (Table 8) for all the models indicate residuals were independent. The partial regression plots (not presented) indicate the linearity. The homoscedasticity was assessed by visual inspection of a plot of studentized residuals versus unstudentized predicted values. There was no evidence of multicollinearity, as assessed by the tolerance value > 0.1. There were no studentized deleted residuals greater than ± 3 standard deviations, no leverage values greater than 0.2, and values of Cook's distance are above 1. The normality was assessed by examining Q-Q plots (Tables 6 & 7)

.

Table 6: Testing of Regression assumptions (Results from SPSS ver 27)

Factor	Description	No. of items	
	Independent factors	Tolerance	VIF
1	Psychological Well Being	0.565	1.769
2	Occupational Stress	0.185	5.401
3	Social Support	0.147	6.800
4	Motivation	0.765	1.307
5	Job Satisfaction	0.625	1.599
6	Work Life Balance	0.471	2.125
7	Employee Engagement	0.657	1.522
8	Remote Working	0.294	3.397
9	Organization Climate	0.362	2.762
10	Coping	0.134	7.456
11	Performance **(Dependent Factor)**		
Source: Primary data			

Table 7: Testing of Regression assumptions (Results from SPSS ver27)[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1796	3.6814	3.2394	0.39457	160
Residual	-0.17199	0.15891	0.00000	0.03245	160
Std. Predicted Value	-2.686	1.120	0.000	1.000	160
Std. Residual	-5.130	4.740	0.000	0.968	160
a. Dependent Variable: Performance					

Overall Model: A multiple regression analysis was run to predict the employee performance, a continuous outcome/dependent variable based on the other 10 independent variables. A full model indicates that the study variables psychological well-being, work-life balance, and coping are statistically significant and

influencing the predictor variable performance. The value of R^2 0.993 for the full model indicates the addition of all independent variables into the regression model explained 99.3% variability with the dependent variable performance. If on considering the coefficient values of statistically significant variables, the coefficient value for psychological well-being (B) 0.974 indicates, for a one-unit increase in employee psychological well-being 0.974 units of employee performance is positively enhanced holding other variables constant. Similarly, the standardized coefficient (ß) value of psychological well-being indicates, for one standard deviation change in the psychological well-being enhances the employee performance by 1.017 standard deviations and so on (Table 8).

Men vs Women Model: The predictor variable psychological well-being is statistically significant and influencing the employee performance in both men and women employees. Occupational stress, job satisfaction, and coping are statistically significant and influencing the outcome of employee performance in men employees. Whereas, social support and employee engagement are statistically significant and influencing the employee performance in women employees. In women employees employee engagement has a negative influence on their performance, indicating that considering standardized (ß) beta value of (-0.016) for women employee means that for one standard deviation change in employee engagement effect the 0.016 standard deviations of employee performance in women employees keeping all other variables in the model constant. The results from the study indicate that psychological well-being, social support, job satisfaction, work-life balance, employee engagement, and coping variables are statistically significant and influencing performance (Table 8).

Table 8: Results of multiple regression analysis predicting performance (n=160)

Predictor variables	Full Model			Men			Women		
	Overall Model			Men			Women		
	B	SEB	ß	B	SEB	ß	B	SEB	ß
Psychological Well Being	0.974	0.009	1.017*	0.883	0.031	0.728*	0.847	0.021	1.018*
Occupational Stress	0.020	0.016	0.019	0.080	0.033	0.098*	-0.007	0.018	-0.008
Social Support	0.010	0.011	0.015	0.011	0.027	0.024	0.015	0.012	0.024*
Motivation	-0.002	0.006	-0.003	-0.006	0.010	-0.014	0.000	0.006	0.000
Job Satisfaction	0.010	0.008	0.010	0.023	0.011	0.042*	0.005	0.009	0.005
Work Life Balance	0.078	0.011	0.068**	0.098	0.020	0.157*	-0.006	0.018	-0.005
Employee Engagement	0.016	0.010	0.014	0.010	0.013	0.015	-0.021	0.011	-0.016*
Remote Working	0.000	0.008	0.000	-0.007	0.012	-0.020	-0.004	0.014	-0.005
Organization Climate	0.012	0.011	0.012	0.004	0.020	0.007	0.018	0.018	0.017
Coping	0.124	0.021	0.108**	0.113	0.050	0.126*	0.016	0.028	0.013
	Full Model			Men			Women		
Constant	-0.783			-0.647			0.347		
R^2	0.993			0.996			0.955		

F-Ratio	2202.39	374.64	2524.22
Durban Watson Statistic	1.523	1.645	1.579
Performance: Dependent variable *p <.05; ** p <0.05			

Therefore, we partially accept the null hypothesis as only psychological well-being, social support, job satisfaction, work-life balance, employee engagement and coping variables are statistically significant and influencing performance

Post Hoc Comparisons: Post-Hoc comparisons, Tukey-Kramer Post-hoc was carried out to find out which age group is significantly different from other age groups. The results are presented in Table 8, where the statistically significant groups are superscripted. The results in Table 8 can be read as, for the psychological well-being the statistically significant differences were observed in the age groups 20-30, 31-40, and 51-60. Similarly, social support statistically significant differences were observed for the age group20-30, 31-40, 41-50 years, For dependent variable performance there were no statistically significant differences between the age groups 20-30 years and 31-40 years, and so on.

Table 9: Post-hoc comparisons of the study variables

	20-30 years (n = 29)	**31-40 years (n = 69)**	**41-50 years (n = 28)**	**51-60 years (n = 34)**
Psychological well-being	3.44 ± 0.0398^{ab}	3.32 ± 0.0264^{b}	3.58 ± 0.0275^{a}	2.84 ± 0.104^{c}
Social support	2.29 ± 0.0749^{c}	3.04 ± 0.0548^{b}	3.63 ± 0.04^{a}	3.68 ± 0.0358^{a}
Job satisfaction	3.12 ± 0.0526	3.03 ± 0.061	3 ± 0.0627	3.05 ± 0.0687
Work-life balance	2.85 ± 0.0393^{b}	2.87 ± 0.0412^{b}	3.27 ± 0.0594^{a}	3.15 ± 0.0471^{a}
Employee engagement	3.25 ± 0.0472^{b}	3.55 ± 0.0446^{a}	3.67 ± 0.0517^{a}	3.6 ± 0.047^{a}
Coping	2.69 ± 0.0683^{c}	3.01 ± 0.0352^{b}	3.38 ± 0.0259^{a}	3.05 ± 0.0423^{b}
Performance	3.32 ± 0.0278^{b}	3.25 ± 0.0283^{b}	3.61 ± 0.0276^{a}	2.84 ± 0.0957^{c}

Values are means ± SEM.

Means in a row without a common superscript letter differ ($P<0.05$) as analyzed by one-way ANOVA and the TUKEY test.

Discussion

The employee performance, a component of the performance management system just cannot be measured accurately using just the employee's Workplan/targets which were decided generally during the start of the year and comparing the outputs/achievements at the end of the year. The external factors like occupational stress, remote working, social support, and work-life balance, and internal factors of the organization like organization climate, motivation, employee engagement, psychological

well-being, and job satisfaction will affect an employee's performance and influence the performance management systems. Several studies were carried out and reported by the researchers on occupational wellbeing and performance (Cotton and Hart, 2003), occupational stress and coping (Prasad et al. 2016), job satisfaction and performance (Nabirye 2011), work-life balance, job satisfaction, and job performance (Abdirahman 2018), motivation and performance (Cherian and Jacob, 2013), Organization climate, psychological and remote working (Prasad et al. 2020), motivation, occupational stress and coping (Prasad et al., 2020), social support, family support, peer support and organization support (Prasad et al. 2020). However, after a thorough research review, the authors are unable to find any literature or study carried out on all the 10 predictor variables for measuring employee performance. The researchers carried out this study in a medium sized-e-commerce company in Hyderabad where the employee strength is 260, and the study used a sample size of 160 as suggested by Yamene (1967) and, the results are in line with the several other studies mentioned above and easily be generalized. This study developed an integrated framework for assessing employee performance as a component of the performance management system. The study included sixty-six statements of all the factors which were systematically mixed to avoid bias.

LIMITATIONS AND SUGGESTIONS

The study is carried out in a medium-sized e-commerce company in Hyderabad where the population size is 260. However, the research instrument maintained its reliability and internal consistency as revealed by Cronbach alpha values (Table). This integrated framework can be easily implemented in any organization. The authors suggest that the company management survey pilot study on some employees just to assess which factor is having a causal effect on employee performance. Therefore, an organization can take appropriate corrective actions to enhance employee performance. Moreover, this integrated framework works as a plugin for the existing performance management system.

CONCLUSIONS

The central message of the article, what is new, useful, and important

Institutions and organizations of different sizes are implementing PMS because of its many distinct, creative and controlling qualities that guarantee the enhanced employee performance. Strategic goals are cascaded from top-down to bottom-up in an organization. The new framework can be aligned amongst all stakeholders involved in the ecosystem is possible. The 21st-century performance management system and employee performance is no more routine activity carrying our yearly or so measuring the employee work plan with the achievements/outcome of the employee as the system is now obsolete and the new-age employee is not viewing PMS as pay vs work. The many years now, the companies have been using different predictors and attributes as a performance management methodology, not only to survive but also to enhance the performance, and stay ahead of their competition. The performance elements that the authors identified are novel in this paper, and to some extent, they have already in one way or the other enabled the most successful companies like Google, Amazon, LinkedIn, Adobe, Apple, and many more to stay relevant and kept abreast of the competition. Objectivity is key to a comprehensive performance management solution and the authors also wanted to define performance at every level of the organization to achieve the shared vision of every stakeholder.

The real-world implications of the proposed article can be the central message and how it can be applied in businesses today

One of the consequences that the organizations come across, especially during pandemic situations or in the situations like uncertainty is cope with the stress in the respective occupations. The authors

conducted their research keeping significant skills and competencies that organizations expect in view, such as psychological well-being, coping strategies, remote working, etc. The organizations need to have a mechanism that is complete to be resilient, following the new norm society, agile, and adaptable. Therefore, it is pertinent to note that this study has considerably taken a view that employee engagement could happen only when the employees are motivated; when they cope with the stress; when they have social support from all walks of life, particularly when they undertake and handle the official tasks remotely or from home. Since employee outcome under PMS is observable and measurable by those who are involved in the mechanism, there is a sense of awareness and transparency that people are working on. The awareness of everyone's performance n the structural levels of an institution makes it easier for all the members involved to align themselves with the new-age employee PMS framework.

The audience of the article and why a researcher, academician, manager should read

The authors kept in view the service-based industry while devising the attributes to the performance management system excluding the manufacturing industry. However, the senior management team even in the manufacturing industry, such as automobile, pharma, etc., can take inputs from this study and implement it in such a way that their team gets all the support to overcome occupational stress and get moral and ethical support, which in turn will help them overcome the stress with enhanced job satisfaction. The integrated new-age framework can work as a plugin for already existing PMS, in the IT industry, e-commerce industry, health industry, Higher Educational Institution, to switch over to PMS considering the external and internal factors that have cause and effect relationship employee performance.

The research conducted to support the argument or logic of our article

The authors have maintained the strategic alignment in every aspect of the function to achieve the organization's desired objective. It is attempted to generalize the concepts as practicable as possible so that the applicability of the model will be at a higher level. The researchers have gone through extensive literature review, data and information via a quantitative research approach and thoroughly screened the secondary data. Content analysis has been done using the websites of the companies, higher education institutes, employee associations, autonomous institutions, and the surveys that had already been conducted in this regard. The authors believe that the results through the surveys conducted by external agencies as illustrated in this article, however, there is no integrated framework is available to assess the employee performance. Therefore, the proposed integrated framework has been developed and a survey was conducted as a pilot study for the new framework.

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