





How well a job performance works after a pandemic?: A Qualitative Approach

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Abstract. Global instability arose due to pandemic that paved the way for a shift their routine. Once the disparity pops-up among the industries which makes obvious change in employee's job performance. Such uncertainty opened the way for mental well-being, emotional support, and also virtuousness in organisation that are pretty much related to performance of the employees. Aspects of employee well-being in the workplace has been spotlighted and even heightened by the pandemic erudite job performance. A swirling environment that prevailed in the organisation that becomes challenging for the organisation and the employees. To address this issue, the study was employed to handle the changing environment and march towards the success of the organisational growth by rendering the support system among the employees. A systematic literature review was employed with the Scopus database. The previous research studies lay the foundation for the present study and also with the help of VOS 1.6.19. software for bibliometric analysis in got the in-depth insights on employee's job performance. The study also confronts employees who reciprocates their behaviour in job performance when they are treated well by comforting them when needed. Organisational virtuousness would source of resilience and long-term success for the company. POS gives employees a recognition on their opinions and values and a free flow in their performance. Organisation and employees go hand in hand for the productivity of the organisation growth as well as personal and professional growth to the employees.

Keywords: Employee well-being (EWB), Perceived Organizational Support (POS), Job Performance.

1 INTRODUCTION

Organizations increasingly recognize that improved staff well-being serves as a prerequisite for increased productivity and creativity. Companies looking to compete in a more agile, globally connected market are starting to prioritize employee satisfaction. EWB has been associated with a number of advantageous results for both individuals and organizations, including improved worker and organizational performance

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(Hewett et al., 2018), customer satisfaction (Sharma et al., 2016), employee work engagement (Tisu et al., 2020), and organisational citizenship behaviour (OCB; Moussa et al., 2020). As a consequence, virtue has swiftly emerged as a key idea in businesses, leading to a number of advantageous effects like improved employee performance and well-being (Meyer, 2018). When there is a positive social exchange in the employee-employer relationship, both employee and employer are met and this leads to a robust employment bond.

1.1 Theoretical Background

1.1.1 Self-determination theory

Self-determination Theory is an investigation of how individual variations and social contexts support different forms of motivation, certainly autonomous and controlled motivation and hence predict learning, performance, and behaviour. It encompasses motivation, personality, development, and societal processes.

1.1.2 Social Exchange theory

A sociological and psychological perspective dubbed Social Exchange Theory (SET) sees interactions with others as a type of exchange in which individuals strive to optimise their benefits and minimise their costs. The cornerstone of this theory is the idea that individuals are rational entities who base their choices on the reciprocity principle and the expectation of recompense by (Homans, George C 1958)

1.1.3 PICO Model

The PICO framework was created to facilitate a literature search and assist in organising a well-crafted question. PICO model had gained its acquaintanceship and evidence-based research which confronts clearly about the population and problem identification, intervention, makes a comparison and develops an outcome for better understanding.

Table 1 PICO Model Employee well-being on Job Performance

P	I	C	O
Problems/ Population	Intervention/ Indicator	Compare/Control	Outcome
How employee be comforted by giving support in the organisation will there is an	Industries were on high time to rethink on the synergy to striving to develop some		

<p>uncertainty in and out of organisation?</p> <p>What might be the challenges and strategies, policies that the organisations are meeting out and how the job performance can be ameliorated?</p>	<p>support on EWB</p> <p>An organisation could opt to implement flexible work schedules or mental health programmes.</p>	<p>By backing the employees while providing them the psychological support they require to cope with the ambiguous situations.</p>	<p>The outcomes reveal that EWB occupies an integral part and has an enormous effect on worker performance, which in turn affects productivity within the company.</p>
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Source: Prepared by Researchers (2024)

2. Review of literature

2.1 Employees well-being

Does EWB have essence on life and workplace? It is widely acknowledged that these factors have an effect on life at work, and multiple investigations have examined how have long known that have an impact on life at work, and plethora of studies have looked at how employee well-being affects productivity (Karapinar et al., 2019&Turban and Yan, 2016). Kaur et al., 2020), One of the thesis flaws is that it ignores actions that might improve employee’s well-being and boost productivity actions because workers can’t be content on them own. In order to improve employee well-being and job performance, Furthermore, past studies have indicated that in order to properly understand the mechanisms linking these variables to performance which were previously disregarded both internal and external factors need be taken into account. Many research has demonstrated that EWB is kindred in positive individual and organisational outcomes such as higher organisational efficiency and effectiveness in their productivity (Hewett et al., 2018). Although there is evidence that EWB supremacy employee work-related attitudes advantageously have become known about the link between psychological well-being and employee job performance (Pan et al., 2018; Semedo et al., 2019). Employees who believe their company is concerned more on employee well-being are more likely to reciprocate constructively by boosting their performance (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). A further indicator of the significance of well-being is the Great Place to Work certification, which evaluates managers' and employees' opinions and states that "a great place to work is one in which you enjoy the people whom you work with, have pride in what you do, and trust the people you work for." As of 2018, Great Place to Work.

2.2 POS

Eisenberger et al., 1986; Paille & Raineri (2015) Also, POS meta-analysis exposes that organisations provide workers job control, it is seen as the organisation supporting its employees high POS, resulting in less stress in job (Kurtessis et al., 2017; Riggle, Edmondson, & Hansen, 2009). POS might generate an impression of commitment for looking after the well-being of the organisation and to assist it in achieving its objective. (Eisenberger et al., 2001). According to Karatepe (2015), operational workers who experience sufficient moral assistance from the company exhibit high levels of positive affectivity, intrinsic motivation, and self-efficacy. In turn, these workers exhibit high levels of extra-role behaviors and low levels of emotional well-being and turnover intents. According to earlier research, there is a negative correlation between POS and employees' intentions to leave the company (Loi et al., 2006; Maertz et al., 2007; Nasrin, 2011; Wayne et al., 1997). Previous studies have identified a relationship between POS and job performance and satisfaction (Hochwarter et al., 2003). According to Kurtessis et al. (2015)'s meta-analysis study, details employee and their organization's fit, employee performance, and employee well-being are the outcomes of POS. According to Lynch et al. (1999), POS was found to boost positive affect, task interest, task performance, organizational commitment, and plans to stick with the company. According to earlier research, POS enhances duty orientation, involvement in job, felt obligation, and trust in the organization (AlKerdawy, 2014; Baran et al., 2012; Karavardar, 2014; Kurtessis et al., 2015).

2.3 Organizational virtuousness

According to Magnier et al. (2020), Nguyen et al. Na-Nan et al. (2018) explains how virtue existing within the organization can lead to worker performance that fulfills the entire company standards and worker welfare. According to Aryanti et al. (2020); Fogaca (2021) explains, Performance of employees is impacted by organizational virtue (OV). This indicates that employees will perform better if they believe their company is one that is trustworthy, compassionate, and values integrity and decency. Respect for and a positive attitude toward their manager seem to motivate employees to work harder at their employment. Furthermore, broad organizational virtues will have two beneficial impacts on individual self-management job performance. both directly and through contented health. Outlines how meeting organizational criteria for worker performance and worker welfare can be achieved through Morality or morality present in the organization. (Cameron, 2010; Rego et al., 2011; Magnier-Watanabe et al., 2020) Studies on business and management should take virtues into consideration because of the growing global financial and moral crises that have led the business community and mainstream press to believe that fostering virtues at the individual and organizational levels can improve productivity and performance. The notion of organizational virtuousness, or OV for short, originally arose in the field of positive organizational studies. The premise of virtuousness within organisations is still relatively new, and not much research has been done with this construct yet. The desirable state of perfection in human or organisational character is termed to as virtuousness (Bright et al., 2006),

and organisational virtuousness is deemed to possess three attributes of ethical conduct, positive human impact, and unwavering societal improvement (Cameron, 2003). Furthermore, employees are encouraged to participate in ERP and IRP as a way of showing gratitude to their employers when they see organizational support in the form of a moral workplace (Ahmed et al., 2018). Employees relationships with their employers are strengthened when they experience OV because it shapes their feelings, perceptions of the organization, and perceptions of themselves. Rego et al., 2011; Nikandrou and Tsachouridi, 2015; Asad et al., 2017; Singh et al., 2018; Salas-Vallina, 2020) limited studies have concentrated on psychological mechanism in OV that highly influences workplace outcomes, which calls for more research even though some scholars have provided empirical evidence of OV significant direct relationship with job performance and well-being. Thus, in an effort to close this gap, this study has taken into account wellbeing as a mediating factor between OV and job performance at work.

2.4 Job Performance

Investigations by Hawthorne (Roethlisberger and Dickson, 2003) pointed out that workers who were satisfied than those who were not performed better on their jobs (Wright and Cropanzano, 1997; Wright et al., 2002; Peiró et al., 2019). What isn't so apparent is how employee happiness contributes to work performance. Employee health and well-being are perceived to be the most important elements influencing organisational success and performance (Bakker et al., 2019; Turban and Yan, 2016). As stated alternatively, job performance encompasses all employee actions that partially or completely aid in the accomplishment of organisational objectives (Viswesvaran and Ones, 2000; Magnier-Watanabe et al., 2017)

3. Research Questions

1. What are the imparting impacts that influenced pandemic on EWB with their mental health that disturbed their routine work life balance in their performance?
2. What extent there was a shift during pandemic impacted job performance through perceived organisational virtuousness?
3. What level can flexible work arrangements, implemented during the pandemic, improve employee well-being and job performance?
4. How the OV, POC, EWB and EI impacts the job performance of the employees by developing strategies?

4. Research Methodology

Through an in-depth examination of the existing literature on important topics, SLR offers an objective, thorough, reproducible, scientific, and transparent approach of empirical research (Cook et al., 1997; Tranfield et al., 2003). In a similar vein, this methodology has been used to put together an assessment database that provides context for research topics. Furthermore, to elucidate and offer a neutral perspective on certain topics to educate on well-being of employees, POS, OV placed on performance and abilities of management academics and practitioners (Klassen et al., 1998;

Thorpe et al., 2006). We combined searches utilizing the Title, Abstract, and Keyword databases in the Scopus database to identify the most relevant study in our field of study. Researchers performed bibliometric analysis on job performance with the available literature. In the following phase in order to understand the theoretical background of the research topic. In previous studies, bibliometric analysis was performed using a variety of software programs. Following the previous bibliometric software program, the present study showcases display of larger bibliometric maps in a way to which a common man also easily understands, the study has decided to use VOS Viewer for our current investigation. The software also offers its best possible customization on its best available features all of which are quite helpful for a complete analysis of a map.

4.1 Inclusion and exclusion criteria for articles

The article that was include based on the English language, systematic literature review, empirical paper was referred to develop the present study and developed the conceptual framework to achieve the objective of the research. The inclusion criteria which were met with multiple reasons like articles with the full document, authors keywords that suits the study also duration plays a key role to reach the ultimate objective of the study. Certain criteria like single authors contribution and multiple authors are validated based on the concepts and the discussions developed by the authors. The maximum citation per paper has also taken into frame to develop the apt structure to the paper.

Fig.1 Articles retrieved for the study

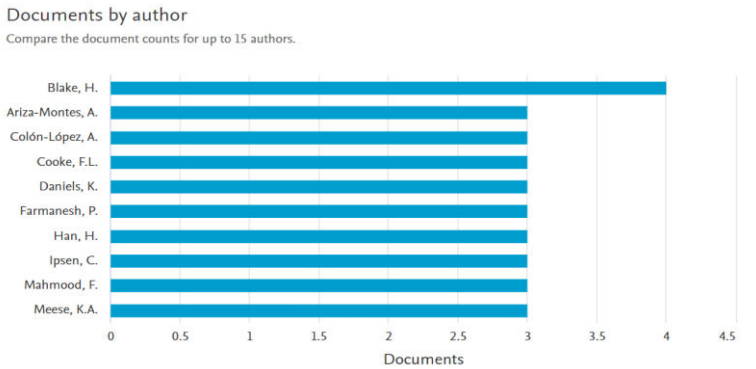
Inclusion Criteria
English Language
SLR Papers
Empirical Papers
Subject Area
Exclusion Criteria
Full Document
Author’s Keyword
Duration
Maximum citation per paper
Conference Proceedings
Books & Book Chapters

Source: Prepared by Researchers (2024)

4.2 Inclusion criteria based on Author

The previous studies laid the foundations for the future directions that led the path to the present study. The author Blake. H who contributed almost 4 articles on well-being, OV on employee’s job performance.

Fig.2 Documents by Single authorship



Source: Prepared by Researchers (2024)

The chart obtained from the Scopus database. The authors' contribution was taken into consideration based on the single authorship who flourished the ideas on EWB, OV, POS and EI on employee job performance in the industries. From the chart the rest of the authors contributed on documents that close to 3 in number.

4.3 Exclusion

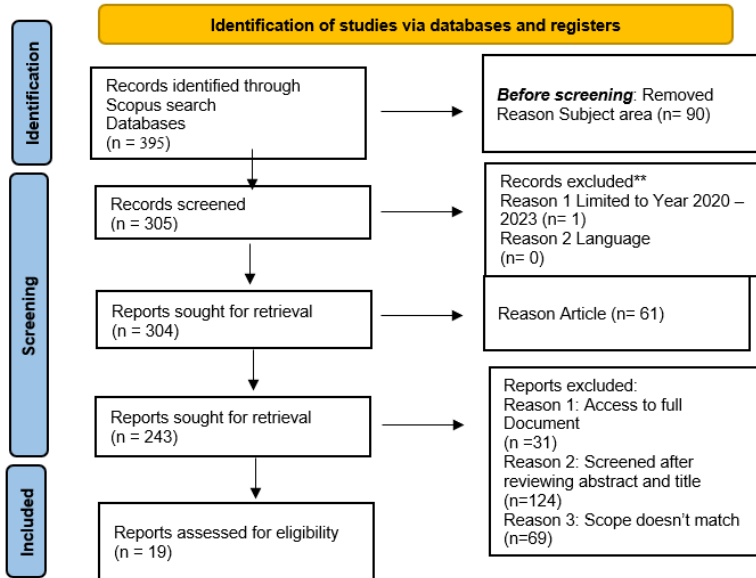
Data exclusion plays a pivotal role by emphasizing on the papers that are intended in marching towards leadership and the new normal by removing the duplicates. The journals were also contemplated with the papers that are considered since 2021 to show case the role of new normal leaders in exhibiting the adaptability further the study also takes path by considering the English language were excluded. The study also attempted to exclude Conference proceedings, book chapter, book so as to narrow down reach the goal of the study. The table exhibiting the articles since 2021 which is done after the exclusion. The maximum number of articles have been published during the year 2023 with almost 82 articles in respective journals followed by 79 articles in the year 2021. Further the research topic has claimed its fame gradually from the year 2021 because the pandemic situation left us stumbled that became the essence of the research topic.

4.4 Prisma flow diagram

PRISMA stands as an evidence-based analysis with a minimum item on reporting with the support of systematic reviews. This simplest flow diagram true picture of the study in every phases so as to narrow down the research. The study relied on Scopus database to help in gathering sufficient information from plethora of research studies and helps to determine the most appropriate reviews which would embrace the research by drawing the conclusion with a data extraction. PRISMA has standard procedures for extracting the data depending on the ultimate objective of the study. The articles that are contingent with the necessitate reviews, title, author, year, research questions and also based on the citations. As we research initiates with the keyword research the present research also made a kick start with the keyword search. The

obtained data was around 395 records from which the subject area was opted only for business management 90 records were found. The study inclined to make it clear on the objectives with recent and relevant discussions so the study was been restricted to year between 2020 to 2023 as these are the four years were the pinnacle of pandemic and further included only English language articles.

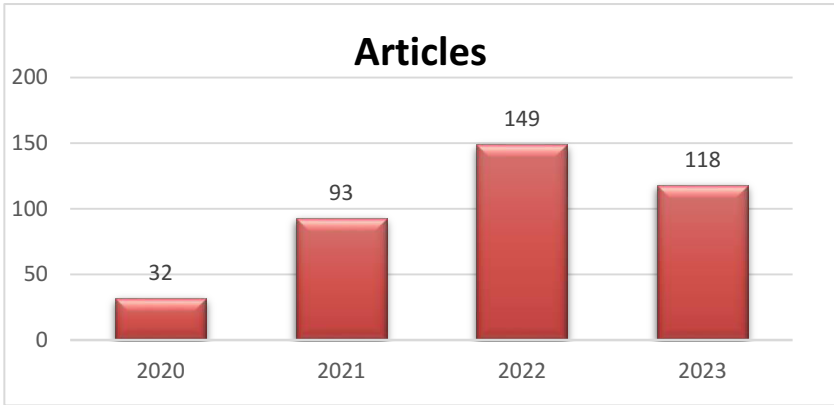
Fig.3 PRISMA selection procedure for publications used in the present research



Source: Prepared by Researchers (2024)

Thus, the records have been further squeezed only on articles by excluding book chapters, conference and books. Finally screened after title, abstract and by accessing the full document the articles were found to be 19 with which the discussion on re-search articles were carried out.

Fig.4 Descriptive data on Number of article- During the study period



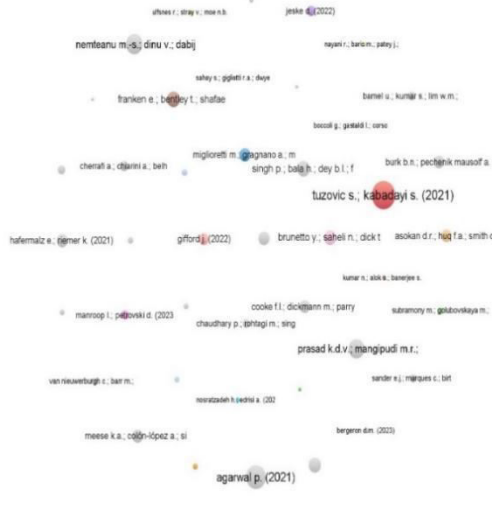
Source: Prepared by Researchers (2024)

From the obtained data, represents Scopus database with a year-wise articles been published had been charted. The chart defines that maximum number of articles published during the year 2022 hunts about 149 articles and also forefronts that this particular year contributes the maximum number of articles in year between 2020-2023. By the year 2023 the articles that had been published in Scopus database is found to be 118 articles on the whole. The least articles were in the year 2020 but this particular year actually initiated the articles and grabbed the attention towards post-pandemic.

4.5 Network analysis of Co- Authorship between authors

The co-authorship arrangement demonstrates the extent to which authors, organisations, and nations collaborate. Co-authorship produces an advantageous partnership. Additionally, collaborative research yields higher top-notch research papers and revolutionary scientific output. In most instances, researchers team up together to produce scientific research articles, and because of every single person's stand out with their unique contribution, the quantity and calibre of scientific output are substantially increased. VOS viewer was employed to execute the analysis. The co-authorship network of authors who worked hand in hand on at least one research paper is displayed strongest overall link with a minimum of five citations per author and a threshold limit of one document. Of the ninety research articles, 50 achieved the criteria for inclusion. The co-authorship network of nations with works that were published between 2019 and 2023 that have a link with an author is shown in Figure.5 .

Fig.5 Network analysis of Co- Authorship between authors and countries



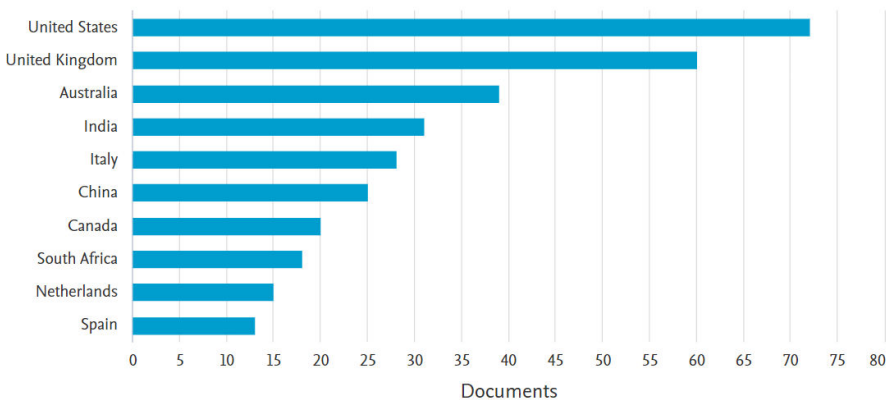
Source: Prepared by Researchers (2024)

A total of eighteen nations were chosen for inclusion in the threshold limits selection procedure, which necessitated a minimum of 10 citations from each country. United Kingdom, USA, Australia and India has a strong network association with the robust of input on employee well-being on job performance. Further, the contributions were made by several other nations like Netherlands, Ireland, South Africa, Malaysia, Pakistan and Canada.

Fig.6 Descriptive data on articles and its publication Country-wise

Documents by country or territory

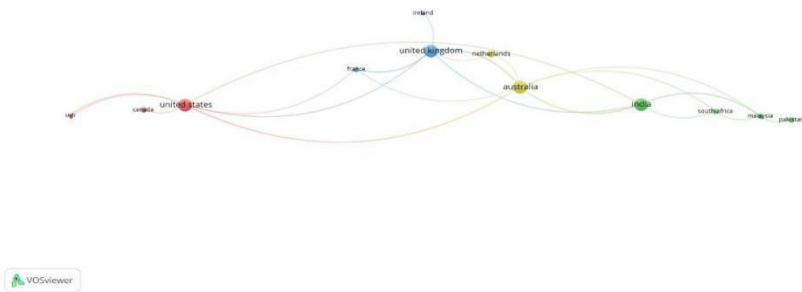
Compare the document counts for up to 15 countries/territories.



Source: Prepared by Researchers (2024)

The table had been inferred with total number of documents that had been contributed by the mix of nations across the world. The most highly contributing nation is found to be United states with the maximum of 72 documents. The next lead is by United Kingdom with 60 documents.

Fig.7 Network analysis of Co- Authorship between countries

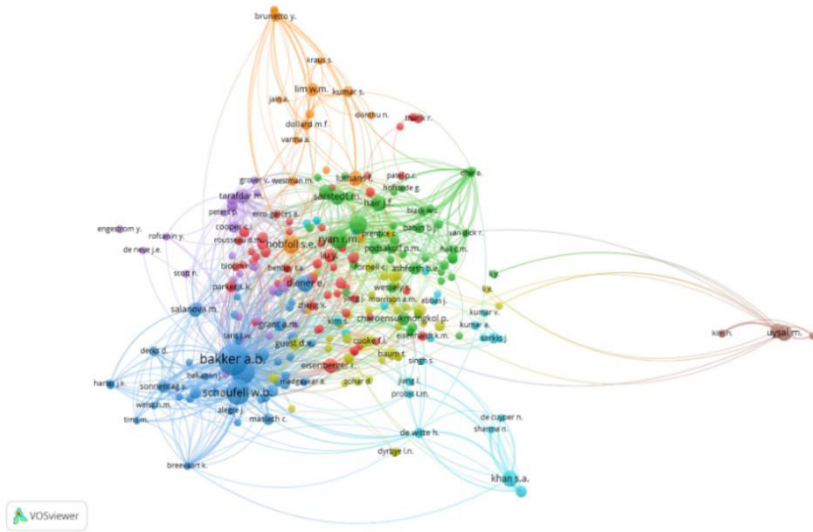


Source: Prepared by Researchers (2024)

4.6 Analysis of co-citations at author level

There were also author-level co-citation analyses carried out. Authors must have 5 citations in order to be eligible for inclusion. Using VOS viewer and the full counting method, co-citation pattern analysis was also carried out. 5 minimum citations were met by 260 authors out of a total of 10528 authors. Four clusters, represented by four distinct colours, were formed as a result of co-citation analysis of the cited authors. In our sample, 260 authors were cited at least 10 times by studies. Figure 8 depicts their co-citation pattern. Because Cluster 1 is one of the largest clusters, its blue colour indicates the work of highly cited authors. The second most noticeable cluster is Cluster 2 (green in colour). the authors who have been cited the most, Cluster 3 (shown in orange) is the most noticeable.

Fig. 8 Analysis of co-citations at author level



Source: Prepared by Researchers (2024)

4.7 Co-occurrence of keywords in the network

Author keyword evaluation was applied to capture the thematic flow of knowledge that permeated among researchers. As an outcome, in order to fully comprehend the current research trend in the EWB tends to achieve job performance, the study looked at author keyword analysis. Our keyword co-occurrence network was generated using VOS viewer version 1.6.19. From the compilation of ninety papers, 284 keywords totalling were extracted 17 keywords, in order to create the co-occurrence network of the most commonly used author at first. The author restricted the keywords was to two occurrences or more, yielding a total of synonyms.

Fig.9 Co-occurrence of keywords in the network

- ✓ Employees exhibit positive values when they are emotionally connected with their organisations with ethical conduct in various situations.
- ✓ OV also measures trustworthiness and integrity of the employees while being with peer-groups and subordinates in the organisation.
- ✓ Employee would seek for employer's recognition by valuing individual contributions and concerned about the well-being of the employees.
- ✓ By such recognitions from the employer, employee becomes more committed with organisation and increases the productivity by contributing to growth of the organisation hence both are mutually benefited.

6. Conclusion

To give the essence and conclude the article by employees' job performance post-pandemic measures the recognition of bond that likes among EWB, OV and POS will considerably exhibit a difference in their job performance. Organisations should continue their wellness programs, mental health programs along with the flip side of the work arrangements to experience a positive work environment. Employees' who possess the feeling of support from the organisation to be more likely to be engaged with their work, committed with the organisation and professional upskilling and personal growth. Resilience can support soft skills necessary for productivity, creativity, and efficiency of the organisation. Finally, a continual effort of the organisation keeps the employees' comfy and cosy by keeping organisation grow vertically.

7. Limitations and recommendation of future research

Each study has its own limitation, the present study had considered only three years of the articles from Scopus database further the study can get wider agenda from various database like Web of science, ProQuest also that would give multiple dimensions on various industries. The present paper attempted only systematic literature which can also try out empirical paper and can narrow down the research to the specific industries which created greater impact on post pandemic which would bring the impactful research and support the corporates to adopt such strategies on the crisis and helps in managing the emergency situation and reach the ultimate success to the organisation. Further the study can adopt this model and try out with different mediating and moderating variables especially psychological empowerment are more connected with the wellbeing of employees. Variables like emotional intelligence, burn-out, resilience can also be considered in the futuristic perspective to have a more defined model. The industry wise classification and models can be developed by future researchers.

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