

Rethinking Performance Management in a Hybrid World

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EXECUTIVE SUMMARY

The transition to hybrid work has radically upset the traditional performance management (PM) frameworks, unveiling fundamental visibility, equity, feedback rhythm, and goal alignment gaps to enhance the quality of life — the overall well-being and satisfaction of employees in their work and personal spheres. This paper discusses the way the hybrid and remote work structure opposes the traditional appraisal, highlighting the necessity to reconsider PM to fit agile processes, collaborating digitally, and changing employee expectations. The study is based on empirical research, case studies, and new practices points to such fundamental problems as proximity bias, rigidity of KPIs, erosion of trust, and burnout, as well as focusing on the innovative methodologies such as real-time feedback, outcome measures,

emotional intelligence and inclusive evaluation practices. The paper proposes a reimagined PM paradigm grounded in fairness, transparency, flexibility, and inclusion supported by ethical use of technology and strategic agility.

1. INTRODUCTION

1.1. Evolution of Traditional vs. Hybrid Work Models

In the past decades, the traditional work model where employees commute to a shared location to work, has seen changes (Sampat et al., 2022). (Iqbal et al., 2021) argue that the traditional system of work is not the most effective method of working. Indeed, hybrid work as a phenomenon has gained a lot of attention globally in recent research (e.g. Kossek et al., 2015; Iqbal et al., 2021). The change in the nature of work and the development of technology have enabled organizations to adopt work models in which employees have the ability to work remotely outside of the traditional office environment (Allen et al., 2015). Hybrid work combines both traditional and remote working models and thus provides employees the flexibility to work from an office or a remote location (Iqbal, et al., 2021).

1.2. Importance of Performance Management Systems (PMS)

Understanding organizational performance is difficult. Multiple ambiguities are involved, for instance measuring the achievement of diverging goals and targets (Vakkuri, 2010). Organizations establish a performance management system (PMS) where performance is regularly measured and the results are used for various purposes, ranging from internal planning, decision-making and control to external accountability issues. Performance information (PI) covers data on inputs, processes, outputs and outcomes. It focuses on past and future performance events and therefore it comprises performance targets, as well as performance indicators.

A well-designed PMS will give a good picture of the financial performance of an organization, as well providing information about non-financial aspects using a variety of tools (Performance appraisals, Benchmarking, Evaluation techniques, Balanced scorecard tools etc). To get a meaningful picture of a hybrid's performance is a more complicated exercise than measuring the performance of pure public or pure private entities (Grossi et al., 2017). Moreover, the shift to hybrid work has also emphasized the importance of employees' overall quality of life. Quality of life refers to an individual's overall well-being, encompassing physical health, psychological state, work-life balance, and satisfaction with their work environment. In hybrid

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