

“Comparative Study Of Employee Work Performance In Pre And Post Covid-19 In Banking Sector Of Pakistan: The Moderating Role Of Organizational Support”

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ABSTRACT

The background of banking sector during Covid-19, it has been highlighted by many scholars that the banking sector credits were adversely influenced by the economic downturn because of Covid-19. Moreover, the Covid-19 accelerated spread and scope put a strain on leadership and human resource teams at organizations, as it have been noted that employees have expressed issues with working remotely and performing pre and post Covid-19. However, these studies did not covered the influence of pre and post Covid-19 affecting employee work performance with the moderating role of organizational support. Additionally, these studies lag in covering the respective concern with regard to banking sector of Pakistan. However, these studies did not covered the influence of pre and post Covid-19 crisis affecting employee work performance with the moderating role of organizational support particularly for banking sectors. Thereby, this paper intends discuss the influence of the “pre and post Covid-19 on employees work performance in banking sector of Pakistan” with a moderating role of organizational support by preferring quantitative research approach. Under the lens of quantitative research method, top-level managers, HR managers, and employees will be recruited as a sample through random sampling and questionnaire as a research instrument will be incorporated to gather data. The findings revealed significant effects of “Covid-19 on work performance, and organizational support was found to moderate this relationship”. These results underscore the importance ¹of fostering a supportive work environment to enhance employee resilience and productivity during and after disruptive events. The study contributes valuable insights for human resource management strategies in the “banking sector and highlights the significance of organizational support in navigating through challenges like the Covid-19 pandemic”.

Keywords: Organizational Support, Employee Work Performance, Covid-19, Banking, Human Resource Management.

INTRODUCTION

The last month of 2019 was an unprecedented month for the world as the world was hit by an infectious storm that has changed the course and outlook of the world. The Covid-19 pandemic occurred from the Chinese city of “Wuhan” and spread all over the world. In the meantime, “World Health Organization (WHO)” declared the infectious virus pandemic on March 11, 2020 (Cucinotta & Vanelli, 2020). The virus was novel and transmitted through humans as a carrier. To control the spread of the Novel virus “World Health Organization” convinced the

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international community to restrict their movement and adopt strict social distancing policies. Social distancing was adopted to control the situation from further escalating. The situation worsens with the lockdown measure taken by international communities (Goolsbee, 2021). As a result, supply chain operations of firms were suspended, economic activities halted, and communication became limited. The market became shuttered and millions of employees lost their jobs, at least for the short term. Covid-19 crisis has had a terrific bearing on society both in the short term and long term (Fana et al., 2020). Conditionally, the hospital faces issues with managing patients yet by the mid of March, hospitals in several countries had managed patients to their maximum capacity. Similarly, in the long run, unemployment, market uncertainty, economic loss, soaring inflation, and social distancing created chaos and had a disastrous impact on society. In a similar manner, Covid-19 crisis has significant and insignificant impacts on employees' performance in private sector organizations. Based on an unemployment system, millions of people were terminated from their job. Human Resource Management took the tough and most difficult decision of emergency lay off employees (Butterick & Charlwood, 2021). Adopting a technical process that may serve as the foundation for deciding to mend the performance of staffs. Thus, it is more beneficial to focus on the upper absorption of new work practises and technical data, the ideal arrangements can offer means of overcoming the issues of conventional techniques and provide crucial experience improvements in hierarchical structure and design (Wiradendi et al., 2020). Simultaneously, Covid-19 also causes a shift in governmental systems and contemporary processes, transforming learning environments into more feasible creative learning environments. Employees' displays change depending on how they understand the most recent work style.

Considering the background of banking sector during Covid-19, it has been highlighted by many scholars that the banking sector credits were adversely influenced by the economic downturn because of Covid-19 (Darjana, Wiryono & Koesrindartoto, 2022). The statement of "Covid-19 as a global epidemic", worldwide lockdowns have been implemented, which severely affected the non-financial along with financial sectors. Likely, financial market indices showed a decline creating an instability in the stock markets (Assous & Al-Najjar, 2021). As a result, the stock market catalogues negatively affected various sectors, yet the ultimate affect occurred was on the indices of banking sector that encompasses a highest volume (Assous & Al-Najjar, 2021). Thus, it is noted to be one of the crucial driver for financial market index, which has a huge considerable impact on the financial markets and economy. However, very limited studies have been found in the existing literatures covering the critical influence of Covid-19 crisis in this term. Apart from financial and economic instability, the adverse effect on banking sectors, it had a detrimental effect on the employees working in the respective sector. As a result, most of the banking operations shifted to online banking and the work from home concept was implemented. Correspondingly, online banking is considered as a modern banking concept where people perform banking activities through an online platform via internet, phone or computer (Jindal & Sharma, 2020). Henceforth, it has been highlighted by Jindal and Sharma (2020) that during Covid-19, "online banking" has played a pivotal role in safeguarding people via maintain the stay home implications.

1.1. Problem Statement

While there are many studies about the influence of during "Covid-19 on work performance particularly in banking sector". Besides, as a significant portion of the studies and remarks on post Covid-19 are general, expressing the potential impact and direction that attempt to characterize the 'new normal' concerning employees performance. This study is evaluating "pre and post Covid-19 outcomes in the context of Pakistan's Banking sector" as it provides a setting for possible impacts on the employee performance in the respective sector by keeping in view the Pakistan as a developing nation and its economic conditions. Thus, due to the epidemic,

this developing nation have encountered numerous challenges, which seems to be continued even after the Covid-19 ended. Undeniably, the pre and post Covid-19 consequences have caused some serious results on the “work performance of employees in banking sector of Pakistan”. Thereby, this paper will try to fill the gap by compare the influence of the both pre and post Covid-19 on employees work performance in banking sector of Pakistan with a moderating role of organizational support.

1.2. Purpose of the Study

The study purposes to compare the impact of “during and post Covid-19 on work performance of employees with a moderating role of organisational support in banking sector of Pakistan”.

1.3. Research Objectives

Based on the problem identified, the study will encompass following objectives.

- “To compare the impact of the pre and post Covid-19 on employees work performance of employees in banking sector of Pakistan”
- “To compare the moderating role of organisational support in pre and post Covid-19 impacting employees work performance in banking sector of Pakistan”

1.4. Research Questions

Following research questions are formulated.

- RQ-1: “What is the impact of the pre and post Covid-19 consequences on work performance in banking sector of Pakistan?”
- RQ-2: “How organisational support moderates the influence of pre and post Covid-19 on employees work performance in banking sector of Pakistan?”

1.5. Covid-19 effects

Like few other pandemics, Covid-19 has also appeared to threaten human life. Covid-19 is a worldwide health crisis that instigated substantial anxiety and confusion. It has influenced “economies, cultures, employees, and enterprises” significantly (WHO, 2020). Since the “Covid-19 virus” is fast spreading, governments have developed various non pharmaceutical strategies to combat it, including social distance (Brodeur et al., 2020; Gourinchas, 2020). Researchers conducting work on the impression of Covid-19 on different dimensions of human behavior (Buck & Weinstein, 2020) stated that Covid-19-induced changes in human behavior had resulted in a slew of indirect consequences on species and the environment, which can be good, negative, or neutral. Even some researchers went a while ahead, and human behavior may help people fight Covid-19 such as Willer (2020) stated that while efforts to develop Covid-19 pharmaceutical therapeutics are ongoing, social and behavioral sciences can provide crucial insight into how to manage the epidemic and its repercussions.

The initial consequences of the “Covid-19 pandemic” on daily life, as documented by Abid Haleem et al. (2020), had a detrimental impact on the economy. Many people were killed and millions more suffered from serious illnesses such as fever, cough, respiratory issues, and colds, among other things. A regulatory body-imposed step to halt the epidemic from having severe consequences. Moreover, Dana and Roxane (2020) conducted research on media exposure to the impressions of the Covid-19 epidemic and found that media exposure increased people's anxiety levels. They suggested that instead of exaggerating or increasing people's stress levels by sharing unreliable information, Health workers and scientists should use scientific techniques to provide realistic and true information concerning the effects of Covid-19, and the legitimate media should be in charge of receiving and conveying this information to the general public. Post Covid-19 Impact on Work performance

Additionally, Covid-19 have influenced human behavior and their daily routine activities even after it passed. According to the study of Shafi (2020), over 83 percent of organizations were unprepared or had no plan to deal with such a situation. On the other hand, human resources managers perform a strategic role during a crisis. They serve as a bridge amid the employer and the employees, aiding goals and objectives that are neither firm nor personal but rather between the firm and employees. As a result, they are anticipated to interconnect signals to workforces via dedicated practices and guidelines, which reinforce the person/organization relationship, engage, and inspire the workforce toward effective performance and positive conduct. The majority of the papers deal with the effects of Covid-19 on supervision and marketing (Carracedo, 2020). The study further looked into how the epidemic affects HRM (Carnevale, 2020), research & innovation (Donthu, 2020), corporate social responsibility (CSR) processes (Harris, 2020), customer behavior (Sheth, 2020), manager behavior (Pantano, 2020), and even gender equality in pandemics (Carnevale, 2020). Researchers in this field have been working hard to identify alternate solutions, and make it easier for private sector and service sectors to adjust to the new situation and survive (Kirk, 2020; Wang, 2020), new strategies for organizations (Harris, 2020), and sound guidance on financial planning (Eggers, 2020), and guidelines on marketing innovativeness of firms in a downturn (Wang, 2020). Workforce engagement impacts work performance positively (Khan & Javaid, 2023). A review on employee wellbeing in Pakistan identifies that following rules, being innovative, having positive behaviour and fostering interpersonal relationships enhances wellbeing of employees (Javaid et al., 2023).

Based on the above discussion following hypothesis can be proposed.

H1: Pre Covid-19 has positively impacted employee work performance.

H2: Post Covid-19 is positively impacted employee work performance.

2.1. Post Covid-19 impact on Banking Sector

Covid-19 pandemic impacts firms that were working on regular basis such as banking sector. These firms face various issues, including restrictions and policies from the government and checks from the different departments on protocols being implanted alongside there was a chunk of employees that were not sure about their future in the industry. However, there were many strains of earning that were closed at very start of Covid-19 and operation side of firms were searching for new ways of earning to have both ends meets and for the survival of firms. Additionally, there were many challenges faced by banks and some were related to employee work performance.

Researchers viewed the overall impact of epidemic on the firm, and other issue in the literature has been written by acknowledged. Likely, the influence of the “COVID-19 pandemic on business operations” is being investigated. The three aspects are the subject of the bulk of investigations. First, they try to figure out how businesses might react to the economic upheaval shaped by “COVID-19” and combat the epidemic (Bartik, 2020). Broken daily operations, service discontinuity (both public and commercial), employee availability, performance issues, and employees work flexibility are all issues that the banks faced (Deloitte, 2020). This is due to the crisis and how employees and banks reacted to the situation. Thus, these studies demonstrated that banks are attempting to overcome crises by speeding the usage of digital, automation, and other know-hows during and probably after Covid-19 (Villiers, 2020; Rinker, 2020) and transferred their operations to remote/hybrid work (Phillips, 2020). At this point, banks promoted their online banking and internet banking so that customers can avail the services. However, it compromised the performance of employees on the other side (Saleem, Malik & Qureshi, 2021).

2.2. Covid-19, Organisational Support and Employee Work Performance

In changing organizational environments, academics and practitioners recognize the value of investing in enhancing performance of employees. This is especially accurate in today's society, which emphasizes creative, knowledge-based organizations. HR development is especially crucial in this setting for attaining long-term organizational performance (Laursen & Foss, 2003). According to Barney (1991), human resource practices are vital for employee performance. Numerous theories in the literature support the idea that the employees would be treated as integral resources in any organization. Most notably, the “resource-based- view (RBV) and knowledge-based- view (KBV) theories” have weighted human resources equally with other organizational resources in developing strategies (Rasool & Maqbool 2019). Organizational managers have responded by using various organizational support practices to enhance their company's success in the past few decades, including, performance management, employee training, facilitating employees, and pay and reward (Chang & Huang, 2005). The work on emphasized organizational support has yielded several insights into the subject of employee management and changes in worker working dynamics. Spouses of working people gets affected if work-home balance isn't maintained (Ali et al., 2024). Positive words of leader influence the subordinates (Ramzan et al., 2023).

Likewise, an employer intends to keeps the organization running by taking time-bound decisions, motivating employees, and supporting employees in such epidemic situations (Caligiuri et al., 2020; Economist, 2020; Collings et al., 2021; Reimer & Bryant, 2020). Employers have followed a few new patterns of work. Likely, inequalities were obvious in patterns generated by the implementation of concepts about workforce strategy contained by the flexible company and H.R. architecture models, notably in Britain and America. By the end of April 2020, 20% of U.S. workers and 17% of workers working in the U.K. had been laid off rather than offering support to these workers (Adams-Prassl et al., 2020). Many organizations across the globe has adapted considerable changes in their working environment because of the Covid-19 and these alterations have affected the employees' attitude, perception, engagement and organizational support (Kulkarni, Appasaba and Nishchitha, 2022). Language skills and communication helps ease the process and interpersonal benefits (Javaid et al., 2023). In banking sector, the ergonomics and employee engagement programs are influenced post Covid-19. Likely, due to the risk level initiated by Covid-19, the employees in banks shift towards online and hybrid work environment. Workplace stress is reduced if employees are mindful of their work (Javaid et al., 2023). It is further highlighted by Kulkarni, Appasaba and Nishchitha (2022) that under organizational support, after Covid-19, several working conditions are changed in banking sector. Thus, these changes includes sanitation, physical and social distancing, monitoring of social distancing, and monitoring employee's health. These are some of the changes adapted during Covid-19, which are still incorporated, which seems to influence the EWP.

On the basis of above literature studies concerning Covid-19 crisis, organizational support, and employee work performance, underline hypothesis are proposed for the current study.

“H3: Organizational support is moderating the impact of Pre Covid-19 on employee's work performance.”

“H4: Organizational support is moderating the impact of Post Covid-19 on employee's work performance.”

2.3. Research Framework

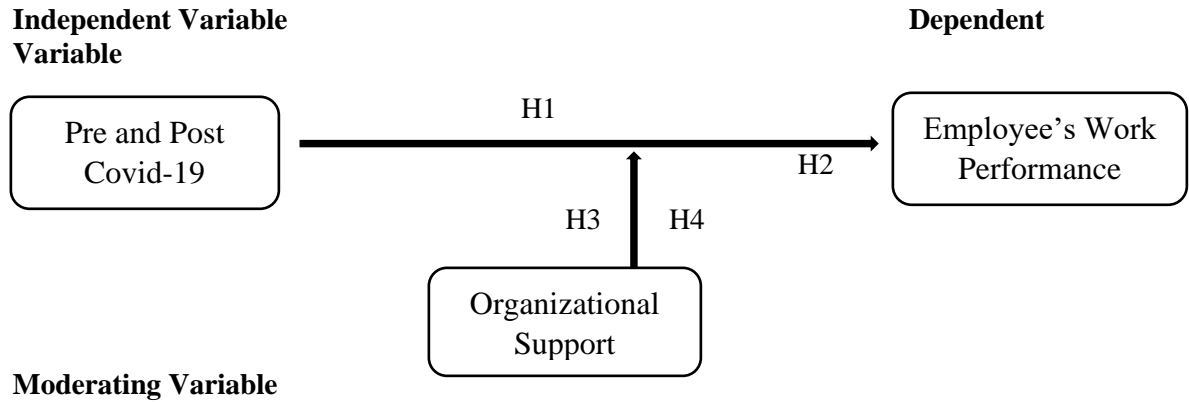


Figure 1: Research Framework

2.4. Hypothesis

“H1: Pre Covid-19 has positively impacted employee work performance.”

“H2: Post Covid-19 is positively impacted employee work performance.”

“H3: Organizational support is moderating the impact of pre Covid-19 on employee's work performance.”

“H4: Organizational support is moderating the impact of Post Covid-19 on employee's work performance.”

RESEARCH METHODOLOGY

3.1. Preferred Method

The "Quantitative Research Method" is suitable for the current research investigation for various reasons. The factor of personally contacting the study subject in order to obtain primary research data is likely a key and necessary part for research to give authenticity and dependability when seen through the lens of a quantitative method. As a result, because the main data is collected in statistical form, the quantitative research approach validates this study in terms of acquiring primary data simply and with little complexity (Farrelly, 2012; Mayoux, 2006). Furthermore, quantitative research employs statistical data to assure an accurate degree of influence and correlation among study factors, as indicated by many researchers (Taherdoost, 2016; Sukamolson, 2007; McCusker & Gunaydin, 2015). Furthermore, a quantitative survey approach is appropriate for usage. As a result, it may be more appropriate, important, and useful than other investigative methodologies. For the quantitative assessment, primary collection to get data from the respondents is effective and helpful (Parahoo, 2007).

3.2. Population, Sample and Sampling Procedure

By making the research process simple to conduct, sampling offers the researcher with the benefit of convenience in doing research. According to Bonett and Wright (2000), selecting a study sample from the entire population is an essential step for a researcher since it acknowledges the time, resources, and expenditures that will be incurred throughout the investigation. To deal with these limits, the researcher prefers a small sample of the population (Saunders et al., 2007). Employees in banking sector were the target population of the study.

The existing study's sample size was selected by using Krejcie and Morgan (1970) research, where the authors proposed table for required population and its respective sample size. Furthermore, the research's credibility and reliability was maintained by employing a purposive sampling approach to pick participants from various age groups and organisational

levels, such as top-level managers, HR managers, and employees. The Purposive Sampling Approach is appropriate because it allows diverse respondents to be reached for the appropriate sample size, ensuring dependability, and the desired sample to be more trustworthy because employees are more aware of the repercussions of Post Covid-19.

3.3. Sources of Data Collection

The study gathered primary data to better understand the results and reach an effective conclusion. However, existing data was collected to understand the impact of “pre (during) and Post Covid-19 on Employee Work performance in banking sector moderated by organisational support (OS)”. Subsequently, an integrated questionnaire was adapted to collect data and accumulate responses from the sample. The items were adapted from existing literature (Iqbal, Khan & Khan, 2020; Tran & Idodo, 2022), and it included questions about the study variables (Post Covid-19, EWP, OS) with responses recorded on a “Likert scale (1: Strongly Agree to 5: Strong Disagree)”. Questionnaires was distributed to employees of different banks at various hierarchical levels. Initially, all the questionnaires were shared online to the respondent and physical collection of the data was also done. For some of the top-level managers, the questionnaire was sent to their e-mail addresses. All the data was collected through concrete and complete consideration of the environment.

Reliability

To ensure research instruments reliability, reliability test was done for the three main variables of the current research (Table 1).

Table 1: Reliability Analysis

Reliability Analysis		
Variable	Number of Items	Cronbach's Alpha
Covid-19 (Cov-19)	13	0.790
Employee Work Performance (EWP)	12	0.731
Organisational Support (OS)	12	0.879

The above reliability statistics (Table 1) of independent variable (Covid-19), shows an alpha value of 0.790, and for Dependent variable (EWP) is 0.731. For moderating variable (OS) shows is 0.879, which very close to the one for all the variables representing the higher internal consistency among the items.

Results and Analysis

The primary data through questionnaire was gathered and a total of 110 valid questionnaire were finalised. Among these respondents, 54.5% (60) respondents are female and 45.5% (50) are male. 5.5% are CEOs and CFOs of the banks, 16.4% at managerial position, 70% at employee level and 8.2% at other designation level. The data shows that 16.4% employees have less than one year of experience in banks, 55.5% have one to five years of experience, and 28.2% have 5 to 10 years of experience. Maximum respondents (39.1%) belongs to “Meezan Bank Limited (MBL), 29.1% respondents works in Habib Bank Limited (HBL), 12.7% work in United Bank Limited (UBL), 10.9% work in State Bank Limited (SBP),

respondents in Bank Alfalah (BA), Askari Bank Limited (ABL), and Allied Bank (AB)” are in 2.7% respectively (Table 1).

Table 2: Demographics

Demographics					
Gender	Male	45.5%	Banks	UBL	12.7%
	Female	54.5%		MBL	39.1%
Designation	CEO/CFO	5.5%	Banks	BA	2.7%
	Manager	16.4%		HBL	29.1%
	Employee	70.0%		ABL	2.7%
	Others	8.2%		SBP	10.9%
	Less than 1 Years	16.4%		AB	2.7%
Professional Experience	1 to 5 Years	55.5%			
	5 to 10 Years	28.2%			

Pearson correlation between the main research variables that are Covid-19 (Cov-19), employee work performance (EWP) and organisational support (OS) during and after the pandemic period is analysed and shown in below Table 3.

Table 3: Correlations (During and Post Covid-19)

Correlations (During Covid-19)				Correlation (After Covid-19)		
	Cov19-Pre	EWP-Pre	OS-Pre	Cov19-Post	EWP-Post	OS-Post
Cov19-Pre	1			1		
EWP-Pre	.758**	1		.615**	1	
OS-Pre	.790**	.726**	1	.451**	.523**	1
**. Correlation is significant at the 0.01 level (2-tailed).				**. Correlation is significant at the 0.01 level (2-tailed).		

The above table 3 is showing the correlation value between Cov-19 and EWP is 0.758 (75.8%) and correlation value of Cov-19 and OS is 0.790 (79%). Likewise, the value between EWP and OS is 0.726 (72.6%). These values depict that there is a strong and positive relationship between Cov-19 and EWP. Similarly, the relation of EWP and OS is also strong and positive during the Covid-19 pandemic. However, correlation value between Cov-19 and EWP is 0.615 (61.5%) and correlation value of Cov-19 and OS is 0.451 (45.1%). Likewise, the value between EWP and OS is 0.523 (52.3%). These values depict that even after the Covid-19 pandemic; there is a strong and positive relationship between Cov-19 and EWP, Cov-19 and OS, and EWP and OS.

The current study incorporates the regression analysis to determine the how strong a correlation and variance is caused by an IV on the DV.

Table 4: Regression Analysis (During and Post Covid-19)

Regression-Model Summary (During Covid-19)		Regression-Model Summary (Post-Covid-19)	
R	R Square	R	R Square
.758 ^a	.575	.615 ^a	.378
a. Predictors: (Constant), Cov19Pre		a. Predictors: (Constant), Cov19Post	

In the above table 5, during the Covid-19 pandemic context, the strength of linear association amid Cov-19 and EWP is evident by R-value, which is 0.758 (75.8%), which shows a strong relationship and impact. Furthermore, the R square value is 0.575 (57.5%), which represents that Cov-19 accounts variance of 57.5% in EWP. Conversely, for after Covid-19 context, the R-value that is 0.615 (61.5%), which shows a strong relationship and impact. In addition, the R square value is 0.378 (37.8%), which represents that Cov-19 accounts variance of 37.8% in EWP after Covid-19.

Table 5: Moderating effect of OS during and after Covid-19 on EWP

Moderation Analysis (During Covid)					
Direct and Indirect Effects of X on Y					
	Effect	se	p	95% Confidence Interval	
				Lower	Upper
Direct Effect	0.4655	0.0924	0.0000	0.2823	0.6486
Indirect effect	0.2517	0.0731	0.0000	0.1221	0.4090

Moderation Analysis (Post Covid)					
Direct and Indirect Effects of X on Y					
	Effect	se	p	95% Confidence Interval	
				Lower	Upper
Direct Effect	0.3476	0.585	0.0000	0.2317	0.4635
Indirect effect	0.1014	0.311	0.0000	0.0483	0.1682

In this moderation analysis, table 5 is examining the relationship between variables for during the Covid-19 period. The direct effect of Covid-19 on EWP is 0.4655 with a standard error of 0.0924. This effect is statistically significant ($p < 0.001$). However, the indirect effect of Covid-19 on EWP through OS is 0.2517. This indirect effect is estimated using a bootstrap method with a 95% confidence interval from 0.1221 to 0.4090. Henceforth, the moderation analysis suggests that there is a significant direct relationship between Covid-19 and EWP. Additionally, OS moderates the relationship between Covid-19 and EWP during the pandemic, as evidenced by the significant indirect effect. Contrarily, moderation analysis for after pandemic, the direct effect of Cov-19 Post on EWP-Post is significant, indicating that Covid-19 has a direct impact on Employee Work Performance that is 0.3476. Additionally, the indirect effect of Cov19 Post on EWP-Post through OS-Post is also significant, suggesting that the influence of Covid-19 on EWP is partially moderated by the level of OS that is 0.1.14.

Discussion

As a response to “Covid-19”, various challenges such as social isolation, travel restrictions, remote work, and reduced workforce presence were implemented, disrupting established processes and leading to changes in employee behavior (Gallup, 2020; Tortorella et al., 2020). These behavioral shifts were prompted by interventions associated to the “Covid-19 outbreak” (Graves & Karabayeva, 2020). Following these research outputs, the current study outcomes compared the impact of pandemic on “work performance of banking sector employees during and after Covid-19”. Hence, the current study evident a strong relationship between the Covid-19 measure and employee performance at work. The impact and relation between these two variable during Covid was positive, which depicts that during pandemic the performance of employees in banking sector was equally variated based on the severity of Covid. Thus, these study outcomes corresponds with the literature outcomes of Smith (2020), and Graves and Karabayeva (2020). Hence, based on this, the H1 of the current study is accepted (Table 6).

Comparing the impact and relationship of Covid-19 with the work performance of banking employees after pandemic, was seen that even after the pandemic, there is a robust and affirmative link amid Cov-19 and EWP in banking sector. Thus, the study of Kulkarni, Appasaba and Nishchitha (2022) evident that due to these consequences, organisations and health of working population are impacted. Nonetheless, the impact is small, yet there is a moderately small influence of “Covid-19 on work performance of employees” after the pandemic. Based on this outcome of the current study, the hypothesis (H2) is accepted.

During Covid pandemic, organizations have witnessed a major change from at-office work to online and work from home (WFH), adopted by various organizations resulted in positive outcomes. Relating this fact with the current study outcomes, it has been seen that organisational support has highly moderated the “impact of Covid-19 on the work performance of employees in banking sector”, which is evident in the moderation analysis for during Covid-19 context. Hence, the research study of Smith, (2020) and Kulkarni, Appasaba and Nishchitha (2022) corresponds the stated concern. Based on these organisational support provided to the employees in the banking sector during the pandemic, the performance of employees were moderated the hypothesis (H3) is accepted below (Table 6).

Considering the after effects of pandemic and its unprecedented shock of employees’ lives, the affects can be measured by the fear, job insecurity, economic uncertainty, and shock to labour market. Hence, employees work performance can be affected due to change of employee perception towards the work (Kulkarni, Appasaba & Nishchitha, 2022). Thus, this impact on work performance after pandemic is also evident in the current research finding. However, the moderation on this impact by organisational support is seen less after Covid-19 pandemic as compare to during pandemic. Therefore, it can be claimed based on the moderation analysis after the Covid-19 pandemic that the organisational support was less for the employees. Correspondingly, the results indicate that Covid-19 has a significant direct effect on EWP, and OS plays a moderating role in this relationship after the pandemic, partially mediating the impact of Covid-19 on EWP after pandemic. Thereby, based on these outcomes the hypothesis (H4) is accepted as it partially moderates the impact.

Table 6: Hypothesis Acceptance or Dismissal

Hypothesis	Accepted/ Dismissed	High impact /Moderate impact
“H1: Pre Covid-19 has positively impacted employee work performance.”	Accepted	High
“H2: Post Covid-19 is positively impacted employee work performance.”	Accepted	Moderate
“H3: Organizational support is moderating the	Accepted	High

Hypothesis	Accepted/ Dismissed	High impact /Moderate impact
impact of pre Covid-19 on employee’s work performance.”		
“H4: Organizational support is moderating the impact of Post Covid-19 on employee’s work performance.”	Accepted	Moderate

Recommendations

Keeping in view the outcomes of the present research, banking sector organizations should proactively invest in enhancing organizational support for their employees. This can include implementing flexible work arrangements, providing mental health and well-being programs, and offering training and development opportunities. Additionally, organizations should focus on crisis preparedness and contingency planning to manage future disruptions. As remote work gained prominence during the pandemic, organizations should continue to invest in remote work capabilities. This includes providing the necessary technological infrastructure, promoting remote work policies, and fostering a culture that values and supports remote work arrangements. Henceforth, implementing these recommendations can help the banking sector of Pakistan navigate through the aftermath of the “Covid-19 pandemic” and foster a resilient and high-performing workforce.

Limitations and Future Directions

Despite providing valuable comprehensions, this research is not without its limitations. Qualitative methods, followed by interviews or focus groups, could have complemented the findings by providing more in-depth and contextualized data. Moreover, the research's cross-sectional design only provides a snapshot of the relationships between the variables at a specific point in time. A longitudinal approach could have offered insights into how these relationships evolve over time. Future research could expand the scope to different sectors to obtain a more wide-ranging understanding of the dynamics between “Covid-19, employee work performance, and organizational support.”

Research Contribution

The current research effectively contributed in offering comprehensive understanding of existing studies. In the meantime, the current study attempted to fill the gap in the existing pieces of literature regarding work performance of employees, pre and post Covid-19 influencing employee work performance, and organisational support in pre and post pandemic. For the academic significance, this particular study can assist students and HRM professionals, banking professionals along with employees in banking sectors to understand the its concepts and influences over work performance during similar unprecedented.

Conclusion

The present study concluded that both pre and post Covid-19 had significant effects on work performance, indicating that the pandemic significantly influenced employee productivity and efficiency. However, the impact during pandemic was high as compare to after pandemic. Likewise, the moderating effect of organisational support during pandemic was spotted high yet after pandemic, it was low. The study found that Covid-19 had a substantial impact on EWP during pandemic compared to after pandemic. Moreover, the study explored the high moderating effect of OS on the relationship between Covid-19 and EWP during pandemic as compared to after pandemic.

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