

**ORGANIZATIONAL RESPONSE TO CHANGES  
IN HUMAN RESOURCE PRACTICES DURING  
COVID-19: THE CASE OF L'OREAL KENYA.**

**BY**

**KAHIGA LYNN WANJIRU**

**105473**

**A MANAGEMENT RESEARCH PROJECT  
SUBMITTED TO THE STRATHMORE  
UNIVERSITY BUSINESS SCHOOL IN PARTIAL  
FULFILMENT FOR THE DEGREE OF  
BACHELOR OF COMMERCE OF STRATHMORE  
UNIVERSITY  
FEBRUARY 2022**

## DECLARATION

I declare that this research project has not been submitted for assessment of an undergraduate degree elsewhere.

**Sign**.....KLW.....

**Date**.....28/02/2022.....

**KAHIGA LYNN WANJIRU**

**105473**

I have approved this research project as the appointed university supervisor.

**Sign**.....

**Date**.....

**MR. JOHN NJANE**

## **ABSTRACT**

The COVID-19 pandemic disrupted business functional areas especially how employees worked. The recommendations by the World Health Organization to work from home triggered adoption of remote working which became rampant and the new normal since the COVID-19 pandemic. As such, some of the ways HR departments were accustomed to operating faced a dynamic shift, for example, hiring and firing processes became strict and limited to virtual platforms especially the hiring process. As such, this study aimed to investigate organizational responses to changes in Human Resource practices during COVID-19 pandemic, the case of L'Oréal Kenya. To achieve this objective, this study aimed to investigate the impacts of COVID-19 on HR practices such as, Recruitment processes, performance evaluation and appraisal, employee benefits, termination policies among others. The research applied descriptive quantitative research techniques. The research was anchored on two theories namely the flexible firm model theory and the Human resource Architecture model theory. The unit of analysis was L'Oréal Kenya.

The unit of study was the employees at L'Oréal Kenya. Questionnaires and interviews were the main mode of primary data collection.

## Table of Contents

<b>DECLARATION .....</b>	<b>II</b>
<b>ABSTRACT .....</b>	<b>III</b>
<b>LIST OF FIGURES .....</b>	<b>VII</b>
<b>LIST OF ABBREVIATIONS.....</b>	<b>VIII</b>
<b>DEFINITION OF TERMS.....</b>	<b>IX</b>
<b>CHAPTER 1.....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1 BACKGROUND OF THE STUDY .....	1
1.3 RESEARCH OBJECTIVES.....	5
<i>1.3.1 General objective of the study.....</i>	<i>5</i>
<i>1.3.2 Specific objectives of the study.....</i>	<i>5</i>
1.4 RESEARCH QUESTIONS .....	5
1.5 SCOPE OF THE STUDY.....	6
1.6 SIGNIFICANCE OF THE STUDY .....	7
<b>CHAPTER 2.....</b>	<b>8</b>
<b>LITERATURE REVIEW .....</b>	<b>8</b>
2.1 INTRODUCTION .....	8
2.2 THEORETICAL FRAMEWORK.....	8
2.2.1 FLEXIBLE FIRM MODEL.....	8
<i>Functional flexibility.....</i>	<i>9</i>
<i>Numerical flexibility.....</i>	<i>9</i>

<i>Financial flexibility</i> .....	10
2.2.2 HUMAN RESOURCE ARCHITECTURE MODEL .....	11
2.3 EMPIRICAL REVIEW.....	12
2.3.1 <i>Changes in recruitment processes due to Covid-19</i> .....	12
2.3.2 <i>Changes on performance evaluation and appraisal systems due to Covid-19</i> .....	14
2.3.3 <i>Changes in employee benefits due to Covid-19</i> .....	15
2.3.4 <i>Changes on termination policies due to Covid-19</i> .....	17
2.4 SUMMARY OF LITERATURE AND RESEARCH GAP .....	18
<i>Figure 2.1: Research Gap</i> .....	18
2.5 CONCEPTUAL FRAMEWORK .....	22
<i>.Figure 2.2 Conceptual Framework</i> .....	22
<b>CHAPTER 3</b> .....	<b>23</b>
<b>RESEARCH METHODOLOGY</b> .....	<b>23</b>
3.1 INTRODUCTION .....	23
3.2 RESEARCH DESIGN.....	23
3.3 POPULATIONS AND SAMPLING.....	23
3.3.1 <i>Target Population</i> .....	24
3.3.2 <i>Sampling Design</i> .....	24
3.4 DATA COLLECTION.....	25
3.5 DATA ANALYSIS.....	25
3.6 VALIDITY TESTING.....	26
3.7 ETHICAL ISSUES .....	26
<b>CHAPTER FOUR</b> .....	<b>27</b>
<b>PRESENTATION OF RESEARCH FINDINGS</b> .....	<b>27</b>
4.1 INTRODUCTION .....	27
4.2 RESPONSE RATE .....	27
<i>Table 4.1: Response rate</i> .....	28
4.3 DEMOGRAPHIC INFORMATION.....	28
4.3.1 <i>Gender distribution of the respondents</i> .....	28
<i>Chart 4.1: Gender distribution</i> .....	28
4.3.2 <i>Age distribution of the respondents</i> .....	29
<i>Chart 4.2: Age distribution</i> .....	29

4.3.3 Level of education of respondents .....	30
Chart 4.3 Level of education .....	30
4.3.4 Duration of employment of respondents .....	31
Chart 4.4: Duration of Employment .....	31
4.3.5 Employment status of the respondents .....	32
Chart 4.5: Employment status .....	32
4.4 DESCRIPTIVE AND QUALITATIVE ANALYSIS OF STUDY VARIABLES .....	33
4.4.1 Changes in recruitment processes due to Covid-19 pandemic .....	33
Table 4.2: Changes in Recruitment .....	33
4.4.2 Impact of Covid-19 on employee benefits at L'Oréal Kenya .....	35
Table 4.3: Changes in employment benefits .....	35
4.4.3 Changes in performance evaluation and appraisal systems due to Covid-19.....	38
Table 4.4: Changes in Performance Evaluation and appraisal.....	38
4.4.4 Changes In termination policy during the pandemic.....	40
Table 4.5: Changes in termination policy.....	40
<b>CHAPTER FIVE .....</b>	<b>42</b>
<b>DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>42</b>
5.1 INTRODUCTION .....	42
5.2 SUMMARY OF THE FINDINGS .....	42
5.3 CONCLUSION OF THIS STUDY .....	44
5.3.1 Changes in recruitment processes due to Covid-19.....	44
5.3.2 Changes in performance evaluation and appraisal systems due to Covid-19.....	44
5.3.3 Changes in employment benefits due to Covid-19.....	45
5.4 RECOMMENDATIONS .....	45
5.4.1 Recommendations for practice.....	45
5.4.2 Recommendations for policy .....	46
5.5 LIMITATION OF THE STUDY .....	46
5.6 SUGGESTIONS FOR FURTHER RESEARCH .....	46
<b>REFERENCES .....</b>	<b>48</b>
<b>APPENDICES. ....</b>	<b>50</b>

APPENDICES 1: INTRODUCTORY LETTER.....	50
APPENDICES 2: QUESTIONNAIRE.....	51

## **LIST OF ABBREVIATIONS**

**HR** – Human Resource

**PTO** – Paid Time Off

## **DEFINITION OF TERMS**

**Human resource department** - refers to part of the managerial section of an organization and they are tasked with the responsibility of maximizing employee productivity while also protecting the organization from any issues that may arise within the workforce.

**Covid-19** - an infectious disease caused by a newly discovered strain of virus, which is transmitted through droplets generated by an infectious person when they cough, sneeze or exhale.

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the study

A Human Resource Department is part of the managerial section of an organization tasked with the responsibility of maximizing employee productivity while also protecting the organization from any issues that may arise within the workforce (Kenton, Human Resources (HR), 2020).

Human resource best practices have gradually evolved over the years but some core human resource practices still remain as serving guidelines for Human Resource professionals. These Human Resource best practices are a set of Human Resources Management processes and actions that work all around the universe. In Human Resource Management, there are two schools of thought on how to manage people; the best-fit approach and the school of best practices (Academy to innovation HR , 2020). The best-fit school states that to add value, Human resource practices should align with Business strategy. This means that Human Resource should focus on both the needs of the organization and the ones of its employees. The best practice school argues that there is a set of universal HR processes that lead to superior business performance. This mean that there are certain HR activities that support companies in reaching a competitive advantage regardless of the organizational setting or industry (Malik, 2018). These practices if executed properly will add substantial value to the business and its goals. Some of these best practices include, providing security to employees, selective hiring: Hiring the right people, self-managed and effective teams, fair and performance-based compensation, training in relevant skills, creating a flat and egalitarian organization, making information easily accessible to those who need it (Academy to innovation HR , 2020).

Ever since the year 2019, November, a worldwide pandemic was declared. This worldwide pandemic is said to have originated from China when there was an

outbreak of a virus known as COVID-19. This pandemic shook the dynamics of the normal in both households as well as corporate settings. COVID-19 is an infectious disease caused by a newly discovered strain of virus, which is transmitted through droplets generated by an infectious person when they cough, sneeze or exhale. These droplets are too heavy to hang in the air, and quickly fall on floors and surfaces. You can therefore be infected if you are in close proximity of someone infected or by touching surfaces contaminated with the COVID-19 virus (World Health Organization, 2020). As a result of the pandemic, some human resource practices such as hiring and firing were affected in that the number of people being hired in an organization reduced due to the significant effects the pandemic had on the finances of most organizations. Also, there was, rampant cases of mass retrenchment on the onset of the pandemic. In a study conducted in 2020, 43% of businesses had temporarily closed, and nearly all of these closures were due to COVID-19. Respondents that had temporarily closed largely pointed to reductions in demand and employee health concerns as the reasons for closure, with disruptions in the supply chain being less of a factor. On average, businesses reported to have reduced their active employment by 39% since January. The decline was particularly sharp in the Mid-Atlantic region (which includes New York City), where 54% of firms were closed and employment was down by 47%. Different industries were impacted differently, with retail, arts and entertainment, personal services, food services, and hospitality businesses all reporting employment declines exceeding 50%. On the other hand, finance, professional services, and real estate-related businesses experienced less disruption, as these industries were better able to move to remote production (Alexander W Bartik, 2020).

In this study, the researcher focused on how some of these Human Resource practices were affected by COVID-19, the case of L'Oréal Kenya.

## **1.2 Problem statement**

According to Meister (2020), the COVID-19 coronavirus is becoming the accelerator for one of the greatest workplace transformations of our lifetime. How

we work, exercise, shop, learn, communicate, and of course, where we work, will be changed forever. She goes ahead and explains that it has taken just a few weeks for the Covid-19 coronavirus to shut down most restaurants, bars, shops, and gyms.

A survey of 800 global HR executives found that 88% of organizations required employees to work from home, regardless of whether or not they showed coronavirus-related symptoms. Nearly 97% of all organizations canceled work-related travel, which had increased by more than 80% since March 3 (Baker, 2020).

According to the Gartner survey, organizations tried to balance employee needs with financial realities and as a result, are employed a variety of approaches to time-off policies in response to COVID-19. Nearly half of employers (estimated 48%), required employees to use sick leave first, then vacation leave and finally potential PTO for coronavirus absences. Twenty percent of organizations increased PTO for individuals who were sick and/or caring for a sick family member and 18% of organizations granted additional PTO for parents who were caring for children whose schools were closed. Their research showed that only a minority of employers planned to downsize or ask employees to take unpaid leave. Instead, most organizations focused on measures such as more effective use of technology and freezing new hiring to cut costs. A greater percentage of organizations reduced work for external partners rather than employees, whereas, one-fifth of organizations planned to stop or limit consultant spend and/or reduce the number of contract workers. Only 10% of employers planned to reduce working hours, and just 6% reported asking employees to take unpaid leave (Baker, 2020).

According to Baker (2020), in order for HR leaders to manage remote talent during Covid-19, they had to **provide direction, confidence and resilience** because employees relied on leaders at all levels of the business to take action and set the tone. Communications from senior business leaders to managers were prioritized. In order to provide direction, confidence and resilience, HR leaders had to communicate regularly with employees, maintaining an open dialog.

Gartner's survey found that 56% of organizations communicated a plan of action to employees in the event the COVID-19 outbreak.

HR leaders also **contextualized coronavirus for the organization**. This means that leaders were a trusted source for accurate and up-to-date information on coronavirus and how it was impacting the organization. They avoided sharing information from social media and instead leveraged trusted resources such as the World Health Organization and the Centers for Disease Control and Prevention (Baker, 2020).

Another way HR leaders managed remote talent during the Covid-19 pandemic was through **encouraging intentional peer-to-peer interactions**. With reduced or no face time in the office, employees maintained regular professional and personal interactions with their peers. Gartner's survey found that 40% of organizations had set up additional virtual check-ins for employees with managers and 32% of organizations had introduced new tools for virtual meetings. HR leaders encouraged employees to leverage communication platforms they already used, either at work or in their personal lives, to create new ways to work together (Baker, 2020).

According to Baker (2020), HR leaders also **established team guidelines** because remote work looked different for each employee depending on their needs and those of their families. With unprecedented school closures, many employees took on a double role as they support their children and families throughout the workday. Organizations met employees' needs by empowering teams to adapt to their conflicting time demands. For instance, teams were encouraged to set "core team times" when all team members were available to collaborate.

Similarly, HR leaders **provided flexibility for employees' remote work needs**. When preparing for employees' eventual return to the office, HR leaders empowered employees to make choices best suited for their needs and comfort levels and where possible, they allowed employees to decide when to return to the office as well as, enabled essential employees whose work requires them to return to the office to choose the hours that worked best for them to return to avoid peak commute times (Baker, 2020).

These surveys were conducted in the USA and therefore, in this study, the researcher aimed to investigate how the dynamics of the Human Resource practices were impacted in Kenya, specifically at L'Oréal Kenya and the measures they took to ensure that the organization stayed afloat in such trying times. The researcher therefore investigated whether some of these suggestions offered by Baker (2020), also applied to Kenyan organizations, specifically at L'Oréal Kenya.

### **1.3 Research objectives**

#### **1.3.1 General objective of the study**

The study's main objective was to investigate organizational responses to changes in human resource practices during Covid-19: the case of L'Oréal Kenya.

#### **1.3.2 Specific objectives of the study**

- i. To investigate the changes in recruitment processes due to Covid-19 at L'Oréal Kenya.
- ii. To investigate the changes in performance evaluation and appraisal systems at L'Oréal Kenya as a result of Covid-19.
- iii. To investigate the changes in employee benefits at L'Oréal Kenya due to Covid-19.
- iv. To investigate the changes on Termination policies due to Covid-19 at L'Oréal Kenya.

### **1.4 Research questions**

The study aimed to address the following research questions:

- i. What was the impact of COVID- 19 on the recruitment processes at L'Oréal Kenya?
- ii. What was the impact of COVID-19 on performance evaluation and appraisal systems at L'Oréal Kenya?
- iii. What was the impact of COVID-19 on employee benefits at L'Oréal Kenya?
- iv. What was the impact of COVID-19 on the termination policies at L'Oréal Kenya?

### **1.5 Scope of the study**

The focus of the study was on the impacts of COVID-19 pandemic on the Human Resource practices at L'Oréal Kenya. The unit of analysis in this study was the employees at L'Oréal East Africa which also included the employees under the Human Resource Department.

L'Oréal is a limited company that has established its roots in various industries, which include, drugs and druggists' Sundries Merchant wholesalers, Soap, cleaning compound and Toilet Preparation Manufacturing, Personal care services, Cosmetics, perfumes and Hair products, Cosmetic preparations, Hairdressers, Unisex hair salons and last but not least, Hair styling.

With their involvement in a vast number of industries, L'Oréal has 1260 companies under their corporate family and thus generates \$816.54 million in sales. They also have over 48 employees at their headquarters in Nairobi, Kenya (Directory, 2020-2021). These qualities prove that L'Oréal Kenya is an organization that has provided employment for so many employees and also plays a major part in generating revenue for the country and thus made it an area of interest for our study. The researcher took a look at some of the Human Resource practices that have contributed to its success as well as how some of these practices have been affected by the spread of COVID-19.

L'Oréal was specifically chosen as the company of analysis because of its involvement in a variety of industries and its involvement as the world's leading cosmetics company (L'Oréal, 2011). L'Oréal Kenya also plays a major role at providing job opportunities to Kenyans while also playing a big role in generating revenue for the country and thus its significance in this study.

## **1.6 Significance of the study**

The significance of this study to various stakeholders was of high significance:

First, Human Resource managers would have greater insights on how changing the dynamics of operations in the HR department can affect the whole organization. They will be able to understand how and why some of the new measures in HR emerged.

Secondly, the research fraternity will benefit from this study, which would be valuable for explaining the new norms in the HR departments as well as address some of the emerging issues in HR departments.

Finally, the policy makers can review the existing provisions regulating some of the current HR practices to reflect the realities of the twenty first century, which advocated for remote working as the next revolution within the wider field of Human Resource.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The main objective of this chapter was to give a review of written literature on the impact of COVID-19 on Human Resource Management practices as studied by other researchers. This section also helped identify questions that the available body of research did not answer and make a case for why further study was important.

#### **2.2 Theoretical Framework**

Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions (Gabriel, 2008). Therefore, the theoretical framework introduces and describes the theory that explains why the research problem under study exists (Gabriel, The meaning of Theory, 2008). The theories that were most significant in this study were the Flexible firm model and the Human Resource Architecture model.

##### **2.2.1 Flexible firm model**

The flexible firm theory was originally proposed by John Atkinson in 1984 when he suggested that organizational structures require increased plasticity in a fluctuating market and unpredictable and competitive business environment. In his view, the answer to this market volatility was the implementation of flexible staffing arrangements. By implementing a flexible

staffing arrangement, Atkinson meant that, organizations need to distinguish the levels of importance of certain teams or groups of employees in order to generate workforce flexibility and a clear hierarchy of importance (Lea, 2018). This led to the formulation of flexible firm model as a solution to how such groups should be placed within a flexible hierarchy.

The flexible firm theory states that being proactive and decisive rather than reactionary in terms of change is the difference between a successful flexible organization and a dysfunctional organization (Lea, 2018). This theory suggests that firms have to establish three kinds of flexibility in order to remain unaffected by diverse conditions. These three kinds of flexibility include functional flexibility, numerical and financial flexibility.

### **Functional flexibility**

Functional flexibility is sought through the redeployment of employees between multiple tasks and workforces. This might mean moving employee between indirect and direct production jobs, moving multi-skilled employees between mechanical, electrical and pneumatic jobs, or it might mean a complete change of career. As products and production methods change, functional flexibility implies that the same labor force changes with them, in both short term and medium term (Atkinsons, 1984). Functional flexibility requires increased training, more flexible working hours and re-evaluation of payment/value to the company (Lea, 2018).

### **Numerical flexibility**

Numerical flexibility is sought so that the number of employees is easily decreased or increased in line with even short-term changes in the level of labor demand. This means that the hire and fire policies can be more easily implemented, or that hiring gives way to a looser contractual relationship between managers and workers. The end result of this would be that at any time the number of employees matched the number needed (Atkinsons, 1984). This can be achieved through flexible employment methods such as

short-term contracts, outsourcing, temporary workers and other means. (Lea, 2018).

### **Financial flexibility**

This refers to the capability of organizations to adjust the price of labor in accordance with the supply and demand of workers within the company. It also refers to the compensation granted to individuals upon the termination of their contracts (Lea, 2018).

In order to attain these three flexibilities in an organization, an organization divides its employees into two groups – The core group and the peripheral group (Atkinsons, 1984).

The core group is made up of full-time primary workers and internal workers whose operations are integral to the functionality of the organization, functionally flexible and difficult to replace. This is due to their high skill levels, knowledge and experience. The peripheral group is made up of secondary workers who are often less skilled and less experienced. The number of employees in the peripheral group varies as a result of their skills being readily available in the labor market. This means that they can be sourced at short notice according to the number and type of tasks and are often only needed at particular, task-heavy periods of the week (Lea, 2018)

The peripheral group can be divided into two parts; first and second peripheral groups. In the first peripheral group, workers are on full-time employee basis but only enjoy a lower level of job security as well as a few career opportunities. As an effect, the second peripheral group, are offered a job and not a career, this means that employees in the second peripheral group are less likely to grow their careers from the jobs they are offered. The second peripheral group is used when firms are seeking to achieve numerical and financial flexibility through a direct and more immediate link to the external labor market that is normally sought for the core group. In the second peripheral group, part-time employees fit perfectly here. This aims at

supplementing numerical flexibility from the core group with some functional flexibility and it is through this that flexibility is maximized while minimizing the organization's commitment to the worker's job security and career development (Atkinsons, 1984).

The flexible firm theory relates to HR practices as workplace flexibility policies and programs help meet employee needs to maintain a work-life balance in their day-to-day activities. This will ensure employees are performing their best while also fulfilling their personal needs. This is very essential in HR because it provides them with a guide on how to maintain flexible workplace conditions despite the difficulties caused by adverse market conditions.

This theory will therefore come in handy to the researcher as they try to investigate how L'Oréal Kenya divided their workforce in order to achieve workplace flexibility even with remote working and how this theory relates to HR practices at L'Oréal Kenya.

### **2.2.2 Human Resource Architecture model**

In this theory, Lepak and Snell (1999) stated that organizations might implement different employment modes, employment relationships and human resource configurations to manage employee growth with different human capital. This means that the human capital determines the appropriateness of these employment modes, employment relationships and human resource configurations. The HR architecture model (Lepak & Snell, *The Academy of Management Review*, 1999) presents a normative theory of when firms should subcontract labor. The model segments workers into four quadrants on the basis of the value and uniqueness of workers' human capital. In the first quadrant, the value and uniqueness of human capital is low, this is where workers are doing jobs where skills required for the job can be developed quickly or where there is plenty supply of labor in that particular labor market, the model suggests that employment relationships should either be market-based or contracted out. These employment relationships become transactional with little training, job security

and lower rates of payment required. In the second quadrant, knowledge is both highly unique to the organization and valuable, the model advocates for an internal development employment mode, also known as knowledge-based employment (Lepak & Snell, 2002), with organization focused employment relationships and a commitment-based HR configuration. In the third quadrant, human capital is of high value and low uniqueness and therefore, organizations should adopt an acquisition employment mode, also known as Job based employment (Lepak & Snell, 2002), with a symbiotic employment relationship and a market based HR configuration, also known as a productivity-based HR configuration (Lepak & Snell, 2002). Lastly, in the fourth quadrant, HC is of low value and high uniqueness and therefore, organizations should adopt an alliance employment mode with a partnership employment relationship and a collaborative HR configuration.

## **2.3 Empirical review**

This part of the study focused on the various gaps in previous studies. The setup of this section was guided by the research objectives.

### **2.3.1 Changes in recruitment processes due to Covid-19**

Recruitment processes around the world were greatly affected ever since the emergence of Covid-19. Recruitment was affected by the ongoing suspension of recruitment in most organizations as well as the significant shift from physical workspace to virtual workspace. According to a study done in Canada by Human Resource Directors on how COVID-19 changed the face of recruitment, Judene Pretti, the director of Work-learn institution, the University of Waterloo and speaker at Human Resource directors (2020), revealed that for many organizations there was a pause in their recruiting activities until they could figure out both long term and short-term impacts on their already existing employees. On the other hand, in those organizations where recruitment activities continued, there was need to shift to more online interviewing, a trend that has

recently increased. She further stated that COVID-19 significantly impacted recruitment processes by opening up a global talent pool in ways that haven't been fully explored before (Douglas, 2020). Many organizations discovered aspects of their work can be done effectively online due to the forced work-from-home practices. As a result of this realization, organizations opened up potential new ways to access this talent.

In another study conducted by eLearning industries, another impact of COVID-19 on recruitment processes was that there were now fewer positions open in most organizations, this simply meant that most organizations had been forced to lay-off their employees due to a significant sudden strain on the economy forcing them to cut down on costs in order to keep them afloat during these tough times. Ultimately as a result, organizations were less open to hiring new workforce and eventually the number of job openings reduced (Shreenath, 2020).

In the same study, Shreenath (2020) also went ahead and explained that COVID-19 impacted recruitment processes especially when it came to Onboarding. Onboarding is a human resources industry term referring to the process of introducing a newly hired employee into an organization. Also known as organizational socialization, onboarding is an important part of helping employees understand their new position and job requirements. It's the process that helps them integrate seamlessly with the rest of the company (BambooHR, 2021). In the same study, Shreenath (2020) went ahead to explain how onboarding was another recruitment process that had been affected by COVID-19 in that it now happened remotely. Right from induction to team introductions, everything was now happening remotely with the help of various HRMS software or onboarding software that enabled employees to carry out the process smoothly. Some of the onboarding activities that were similarly affected by COVID-19 include Job offers, Salary negotiation, new hire paperwork, Policy and culture training, Job training, Employee handbook training, Benefits paperwork, Benefits education, Facility tours, Executive introductions, Team introductions (BambooHR, 2021).

According to research done by Open Knowledge Repository, they found that, the unemployment rate increased sharply, approximately doubling to 10.4 percent in the second quarter as measured by the KNBS Quarterly Labor Force Survey (Bank, 2020).

### **2.3.2 Changes on performance evaluation and appraisal systems due to Covid-19**

Performance Evaluation is defined as a formal and productive procedure to measure an employee's work and results based on their job responsibilities. It is used to gauge the amount of value added by an employee in terms of increased business revenue, in comparison to industry standards and overall employee return on investment (ROI) (Question Pro, 2021). According to a research study conducted by Lori Nishiura, Joanne Wehner and Sofia Kennedy (2020), managers were facing a hard time especially during the pandemic when it came to making decisions on how to reward those employees who were stepping up during these crises without inadvertently penalizing those who had needed to lean out. Compassion for workers, while very important, was not enough; companies armed managers with the tools they needed to fairly and effectively adjust performance expectations within their teams. According to their study (2020), COVID-19 had increased biasness in performance evaluation and appraisal in that managers were less likely to access their "slow thinking" employees and more likely to make snap judgments which were often influenced by stereotypes and therefore flawed. In addition, the ambiguity in how assessments were made led to more biasness in the evaluation and appraisal systems. This ambiguity was as a result of predictions every organization was trying to make in terms of the impacts of covid-19 to retooling their ability to read performance in a remote workplace to deciphering the increasingly blurry lines between work and life. This simply meant that organizations came up with rushed appraisal systems in the face of the pandemic and instead they came up with more complex appraisal systems that did not fit all employees especially those who were forced to work

from home. According to Lori Nishiura (2020), another form of biasness in the evaluation and appraisal system due to covid-19 was the ideal worker norm, or the often, implicit preference for workers who were able to leave home concerns at home and focus solely on work. This led to biasness especially in the current ongoing situation of remote working. This was burdensome especially to working mothers, who face inaccurate assumptions that their need for flexibility conflicted with their commitment to work. Compare that with fathers, who typically have faced less scrutiny over parenting needs as a result of a historical belief that they're ideal employees who put work first. Thus, managers inadvertently made more allowances for men who were homeschooling or caring for family members than for mothers doing the same (Lori Nishiura, 2020).

According to another study conducted by Bagga (2020), he stated that a Gartner survey found that organizations that normally conducted formal reviews had been presented with a sticky obstacle because many employees realistically could not be able to deliver their 2020 objectives that were agreed on before the pandemic hit. Therefore, many organizations slowly adapted to new ways of performance evaluation and appraisal because assessing employees against objectives that don't consider the impact of COVID-19 on productivity, employee morale and resourcing seemed confusing and frankly unfair. The study goes ahead and states that of the organizations not conducting formal performance reviews like usual, 14% were making the reviews optional, 8% were delaying reviews and 5% were cancelling them completely (Bagga, 2020). This clearly illustrated that COVID-19 had an impact on performance evaluation and appraisal systems.

### **2.3.3 Changes in employee benefits due to Covid-19**

Some of the benefits employees were entitled to include Paid sick leave, paid holiday/vacation, pension, and education/training/tuition, Life insurance. These benefits often vary depending on the organization and the position one holds in an organization. In an analysis, it was found that more holiday days were sold during the first six months of 2020 as compared to the same period in 2019 because

employees chose to hunker down and remain indoors. This was also as a result of limitations in movement from one country to another. Through this analysis, it was found that utilization of both life insurance and medical coverage increased on the onset of the pandemic and total reimbursement spent was lower during the first six months of 2020 as compared to the same period in 2019. In the same study, Bruce (2021) went ahead and stated that as COVID-19 cases increased and employees shifted to home office, health and well-being became an important issue. As a result, the C-suite (refers to the executive-level managers within a company (Bloomenthal, 2021)) began to find ways through which they could provide benefits that would help employees during the pandemic. Employees became concerned if they had the right coverage and at the same time, many organizations were expected to do more with less and had to re-evaluate their expenditures. If costs needed to be cut, they had to be sure they didn't cut the wrong costs. In such situations, organizations chose to keep the benefits that employees valued or if a particular benefit was still offered by their competitors (Bruce, 2021).

In another study conducted in United States of America, it stated that due to the COVID-19 pandemic, employees were now finding a gap in what their employers offered as benefits. They conducted a survey that revealed that 73% of employees said they value the insurance benefits their company offers them, down from 80% three months earlier. The percentage of employees who said they trust their company was making the best decisions about the benefits available dropped six percentage points, from 61% in wave one of the studies to 55% in wave two. And when asked to rate their organization's overall benefits package compared with what other employers are offering in their marketplace, only 44% rated their benefits as above average, compared to 56% in wave one. This they believe was caused by the emergence of the pandemic that allowed employee to look and think at the benefits they were provided with from a wider view as a result of all the issues they had recently faced (Mayer, 2020).

#### **2.3.4 Changes on termination policies due to Covid-19**

In a study that was conducted by Bruce (2021), it was revealed that employee attrition had been significantly higher for those under 25 years, as well as those over the age of 50, as compared to workers in other age groups. These findings were irrespective of length of service offered in one organization.

In a study that was conducted, it was found that redundancy concerns the dismissal of an employee on the grounds that the employer no longer requires the employee for the work they were hired for. As a result of covid-19, employers might have been forced to invoke their managerial discretion to terminate employees' contracts of service on account of redundancy. According to Section 40 of the employment acts, the employer had been given certain conditions that they need to fulfill when terminating a contract of service on account of redundancy. First and foremost, the employer had to give notice of the intended termination to the Trade union in situations where the employee is a member of a trade union, the labor officer in charge of the area where the employee is employed and the employee themselves. Such notices had to be in writing and had to be issued not less than a month prior to the date of the intended date of termination

Secondly, the employer is under the obligation to select the employees to be declared redundant with due regard to the seniority in time, the skill, ability and reliability of each employee of the particular class of employees affected by the redundancy.

Lastly, upon termination, the employee will be entitled to several benefits which include encashment of leave days, one month's pay in lieu of notice and severance pay at the rate of not less than fifteen days' pay for each completed year of service. The employer is then required to issue a certificate of service under Section 51 of the act. In situations where the employment contract or a collective bargaining agreement provides for better terms of termination, the same must be applied (Caxstone Kigata, 2020).

## 2.4 Summary of Literature and Research Gap

From the review of various empirical studies, this research was able to highlight various gaps. The summary of the research gap is presented on the table below.

*Figure 2.1: Research Gap*

<b>Author</b>	<b>Title</b>	<b>Findings</b>	<b>Research Gaps</b>
(Douglas, 2020)	How has COVID-19 hanged the face of recruitment?	It was found that COVID-19 impacted recruitment by opening up a global talent pool that had not been explored before the pandemic	The research was conducted in Ontario, Canada while this study focused on impact of COVID-19 on recruitment processes in Kenya, the case of L'Oréal Kenya
(Shreenath, 2020)	Impact of COVID-19 on recruitment	It was found that onboarding as a process under recruitment was greatly affected due to COVID-19. Onboarding processes were shifted to online setups.	The research was conducted in the United States of America hence; these results cannot attempt to represent this research. This research aimed at examining the effects COVID-19 had on onboarding

			processes in Kenya, the case of L'Oréal Kenya.
(Lori Nishiura, 2020)	How do you evaluate performance during a pandemic?	In this study, it was found that the emergence of COVID-19 has brought about significant biasness in the performance evaluation and appraisal systems of most organizations.	The study only focused on the biasness of performance evaluation and appraisal systems when it comes to women as compared to men, especially women of color. In this study, the researcher was to evaluate these said biasness in appraisal systems for all employees regardless of gender or race.
(Bagga, 2020)	Impact of COVID-19 on performance management.	It was found that 73% of organizations in the states are continue to use their performance management systems which	The study was conducted in United states of America and hence cannot speak for Kenyan organizations. In this study, the

		maybe irrelevant because most employees will not be able to achieve their set objectives before the emergence of the pandemic.	researcher aimed to evaluate the impacts of COVID-19 on performance management systems in Kenya.
(Mayer, 2020)	COVID-19 is changing how employees view their benefits.	It was found that a majority of employees in the United States of America had ever since the pandemic changed their view on the benefits provided by their organizations.	The research was conducted on U.S workers and human resources and benefits decision-makers and thus the findings of this research cannot be attributed to the changes in employee benefits in Kenya.
(Bruce, 2021)	Impact of COVID-19 on employee benefits and how organizations approach them.	It was found that ever since the pandemic, employees shifted their interests in some of the benefits they were provided with. Employees began to value health care	The research was conducted in the US and therefore cannot speak for the change in interests for employees in Kenya when it comes to employee benefits. In this

		more than free vacations.	study the researcher evaluated whether there was a change in what employees valued as benefits in Kenya, the case of L'Oréal Kenya.
(Bruce, 2021)	Impact of COVID-19 on employee benefits and how organizations approach them	It was found that employee attrition was high especially with employees below 25 and those above 50.	The research was based in US while this research was focused on Kenya's attrition rates.
(Caxstone Kigata, 2020)	Employee rights and guarantees during the COVID-19 pandemic	It was found that there are set requirements for the termination of employees according to the Employment Act.	The research only provided evidence on employee rights during the pandemic and no foresight on whether organizations in Kenya adhered to these requirements when it came to termination as a result of redundancy. In this research, the researcher provided

			more insight on this situation in Kenya, the case of L'Oréal Kenya.
--	--	--	---

## 2.5 Conceptual Framework

The diagram below shows the relationship between the study's variables applied. In this study, the dependent variable was the Human Resource Practices while the independent variable was effects of COVID-19. That gives rise to the research topic, the organizational response to changes in Human Resource practices during COVID-19 in Kenya: the case of L'Oréal Kenya.

### Dependent Variable

#### **HUMAN RESOURCE PRACTICES.**

- Recruitment processes
- Employee benefits
- Performance evaluation and appraisal systems
- Termination policies

### Independent Variables

#### **COVID-19**

- Descriptive quantitative measures which include the use of mean, mode and median.



## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This section sought to discuss and highlight the research methodology applied in addressing the research objectives. It focuses on the research design, sample size and population of choice, data collection method, analysis of the collected data and the ethical procedure to be observed in undertaking the data collection.

#### **3.2 Research Design**

Research design is a strategic framework for action that serves as a bridge between research questions and the implementation of the research (Durrheim, 2006). Therefore, in this study, descriptive statistics was used to explain the variables, select sample and to design the method of collecting the data, analyze information and report the findings. A descriptive research design aims at explaining the situation as it appears in present times and will therefore allow the study to examine the phenomena within the current environment and allow for the adoption of a qualitative approach testing of the relationship between the research variables.

#### **3.3 Populations and Sampling.**

In this study, the researcher used departmental clustering in order to give each employee in their different departments an opportunity to be selected. The sample will be selected from the population target of 48 employees in L'Oréal Kenya (dun & bradstreet, 2000-2020). The researcher targeted employees from the different departments in L'Oréal Kenya which may include the finance department, the marketing department, the human resource department, the

production department and the storage department. The researcher employed the use of cluster sampling to obtain his/her sample size. In cluster sampling, researchers divide a population into smaller groups known as clusters. They then randomly select among these clusters to form a sample (Thomas, 2020). In this case the researcher used the different departments at L'Oréal Kenya as his/her clusters.

### **3.3.1 Target Population**

A research population is a large collection of individuals or objects that is the main focus of a scientific question (Explorable.com, 2009). The population target for this study is employees at L'Oréal Kenya (Directory, 2020-2021).

### **3.3.2 Sampling Design**

A sample is simply a subset of the population. The concept of a sample arises from the inability of the researcher to test all individuals in a given population (Explorable.com, 2009). According to Bhalerao (2010), a sample size is a value selected from the population that is less in number or size but perfectly represents the population from which it is drawn from so that correct assumptions can be made about the population from results obtained. Bhalerao further states that the calculation of an adequate sample size thus becomes crucial in any clinical study and is the process by which we calculate the optimum number of participants required to be able to arrive at ethically and scientifically valid results. For very small populations (50 or less), you need almost the entire population in order to achieve accuracy (Morris). Therefore, in this research, the population size is the 48 employees at the L'Oréal headquarters in Nairobi. Due to this considerable low number in population size, the researcher sought to obtain data from all 48 employees therefore, the population and sample size in this research was the same.

### **3.4 Data Collection**

Primary data refers to first hand data that the researcher has gathered himself/herself. Primary data is collected through either of the following methods: interviews, surveys and questionnaires, observations, focus groups and experiments among others. Secondary data refers to data that had earlier been collected by someone else and they are collected through the following methods: reading through books, journals, articles, newspapers and diaries among others.

The researcher collected primary data through the administration of questionnaires, which was divided into two parts, both open and closed ended questions. Questionnaires were chosen for this research because they provide a cheap, quick and efficient way of obtaining large amounts of information from a large sample of people. The researcher provided employees with online based questionnaires in order to get information on employee benefits.

The researcher also intended to have a one-on-one interview with the HR manager in order to get an in-depth understanding on how the organization provided support to their remote employees during the pandemic.

.

### **3.5 Data Analysis**

Data analysis is defined as a process of cleaning, transforming, and modeling data to discover useful information for business decision-making. The purpose of Data Analysis is to extract useful information from data and taking the decision based upon the data analysis (Johnsons, 2022).

Before the process of data entry, all the questionnaires were sorted out and a unique identification number assigned to each tool. These numbers were used to check out for any inconsistencies in the data. The researcher went through all the data selected and summarized them.

In this study, data analysis included a quantitative technique, as the data obtained was coded concerning the already obtained variables, thus easing on the methods of interpretations. Descriptive tool such as Microsoft Excel were employed to give the researchers a hand in analyzing the descriptive data. Engaging and

inferential insights were utilized in the investigation to break down quantitative information. Spellbinding measurements included the utilization of, mean, standard, recurrence and rate. Inferential measurement included the utilization of relationship investigation to build up the idea of the alliance among factors. Further, various relapse investigation was embraced to dissect the affiliation connecting a solitary ward variable and a few free factors.

In this study, the researcher used descriptive analysis to analyze the data obtained from his/her research. The descriptive statistical tools helped in describing the data and determining the respondent's degree of agreement with the various statements under each factor. Data analysis was done using Microsoft Excel to generate quantitative reports which was then presented in the form of tabulation, percentages, mean and standard deviation.

### **3.6 Validity Testing**

Validity is rooted from empirical concepts such as, universal laws, evidence, objectivity, truth, actuality, deduction, reason, fact, and mathematical data. Validity in research is therefore concerned with the accuracy and truthfulness of scientific findings and should demonstrate what actually exists and is accurate (Cypress, 2017). In this study, upholding all constructs of validity was made possible by ensuring that all research variables are covered in the questionnaire. The Questionnaire was also reviewed by the HR manager at L'Oréal Kenya in order to determine context validity. The supervisor was also contacted to ascertain the researcher's content validity.

### **3.7 Ethical issues**

The researcher sought clearance from the university prior to undertaking any research activities. The researcher also ensured that the respondents of this research remained anonymous and the collected data was solely used for academic purposes. The researcher also ensured that they get informed consent

only from the respondents before collecting research data and that confidentiality was maintained such that the respondents were not at risk of harm, due to their participation in this research. Names of the respondents remained confidential and this study upheld academic honesty by following all the guidelines and provisions issued by the University. This study ensured that quoted sources are referenced and plagiarism was avoided in the development of this Research Project.

## **CHAPTER FOUR**

### **PRESENTATION OF RESEARCH FINDINGS**

#### **4.1 Introduction**

This chapter touches on analysis of data collected, presentation of results, and the discussion of the findings. The general objective of the study was to determine organizational responses to Human resource practices during Covid-19: The case of a L'Oréal Kenya. The findings for this research were presented in table form

#### **4.2 Response Rate**

The study issued 48 questionnaires to employees. Out of which only 18 responses were represented. This represents a 37.5% response rate. The average response

rate as of 2020 is 33%. This data can be explained by considering different types of survey methods and how these impact survey response rate in data collection. Physical or in-person surveys are expected to have a response rate of nearly 57% while mail surveys are expected to have a response rate of up to 13%. Email surveys are expected to have a response rate of about 30% which is often affected by email open rates (Formplus Blog, 2020). In this research, the researcher employed the use of email surveys because the organization was and is still strict with Covid-19 protection guidelines. Therefore, data obtained is adequate for analysis.

**Table 4.1: Response Rate**

*Table 4.1: Response rate*

<b>Sampled No. of respondents</b>	<b>No. of responses obtained</b>	<b>Response Rate (%)</b>
48	18	37.5

### **4.3 Demographic Information**

The demographic information taken into account were the ages, gender, the levels of education, years worked at the organization and employment status of the respondents.

#### **4.3.1 Gender distribution of the respondents**

The survey required that the respondents fill in their gender. The findings were as shown in chart below.

#### **Chart 4.1 Gender distribution of respondents**

*Chart 4.1: Gender distribution*

Gender  
18 responses



In reviewing the gender, the results shown above indicate that at least 55.6% of the study respondents were female while 44.4% of the study participants were male.

#### 4.3.2 Age distribution of the respondents

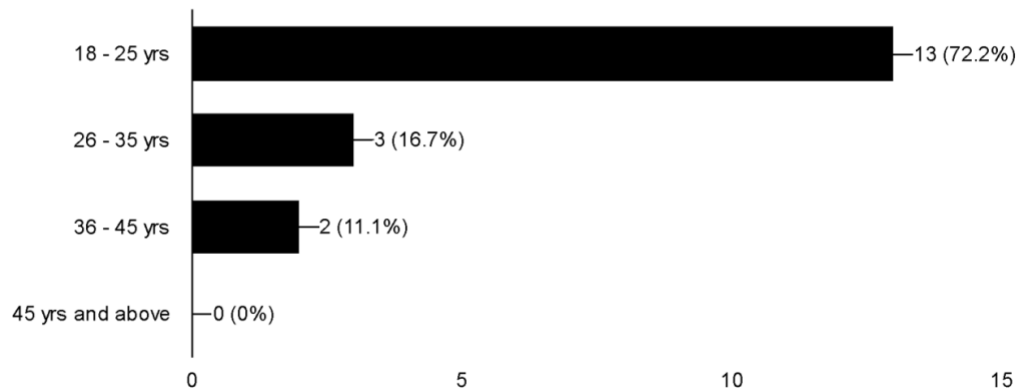
In analyzing the age distribution of the respondents, findings are as seen in the chart below.

#### Chart 4.2 Age distribution of respondents

*Chart 4.2: Age distribution*

## Age

18 responses



The responses obtained indicate that the majority of the participants of the study were between the age of 18-25 Years accruing to 72.2% while participants between the age of 26-35 Years accrued to 16.7%. Ages between 36 and 45 Years represented 11.1% of the study while above 45 Years of age we did not get any respondents. This can be used to prove that people between the age of 18 and 25 years check their emails regularly.

### 4.3.3 Level of education of respondents.

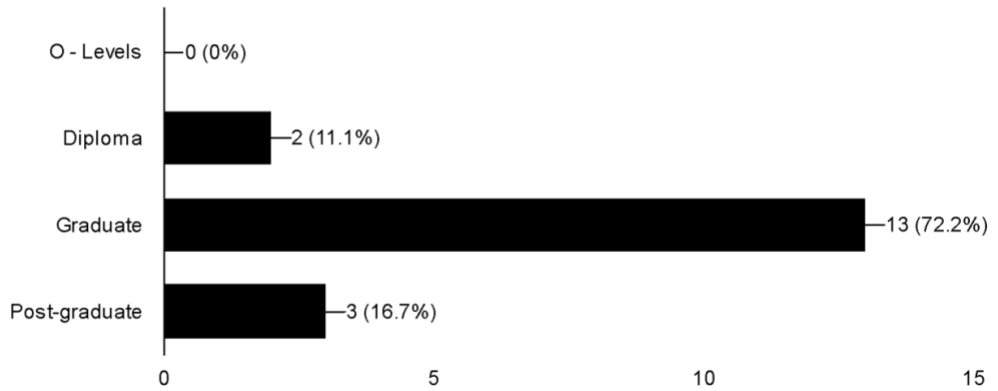
In analyzing the respondents' education profile, results indicated that no employee had O-level certification but 11.1% had a diploma certification. 72.2% of the respondents were graduates while 16.7% had a post-graduate certification. This goes to show that most of the employees employed at L'Oréal Kenya had a graduate certification and that to be employed at the organization you have to have some form of educational background.

### Chart 4.3 Level of education of respondents

*Chart 4.3 Level of education*

### Level of Education

18 responses



### 4.3.4 Duration of employment of respondents

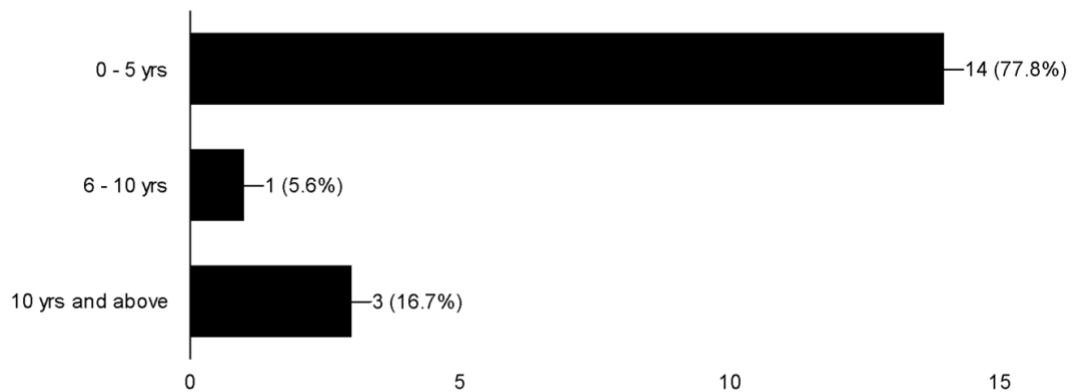
In analyzing the duration of employment of the respondents, the results were as shown below.

#### Chart 4.4 Duration of employment of respondents

*Chart 4.4: Duration of Employment*

### Duration of employment at organization

18 responses



From the data obtained, 77.8% of the respondents had only worked for a few months to 5 Years at most in the organization. Respondents that had worked between 6 to 10 Years represented only 5.6% of the organization while those that

had worked for 10 years and above were represented by 16.7% of the organization.

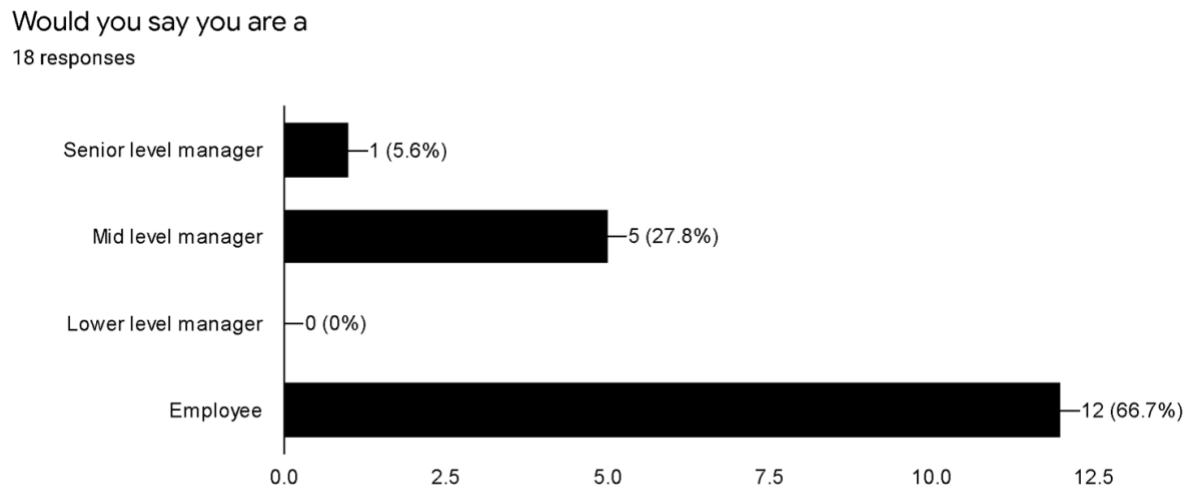
#### 4.3.5 Employment status of the respondents

In analyzing the employment status of the respondents, the researcher aimed to obtain data about what position they hold in the organization.

According to the data obtained, 66.7% of the respondents were at the employment level while 27.8% of the respondents were on the mid-level managerial level and 5.6% were on the senior-level managerial positions. This proves that employees at lower levels open their emails more regularly than those on the upper levels of employment.

#### Chart 4.5 Employment status of respondents

Chart 4.5: Employment status



#### 4.4 Descriptive and qualitative analysis of study variables

The participants were directed to fill in their opinions in regards to changes in Recruitment processes, employee benefits, performance evaluation and appraisal processes and termination policies during Covid-19 pandemic in L'Oréal Kenya.

##### 4.4.1 Changes in recruitment processes due to Covid-19 pandemic

The first aim of the research study was to analyze the effects Covid-19 had on recruitment processes at L'Oréal Kenya. The respondents were requested to show the aspects of the organization's recruitment process that changed during the Covid-19 pandemic. The results were as show in the table below.

**Table 4.2 Changes in Recruitment processes due to Covid-19**

*Table 4.2: Changes in Recruitment*

<b>Recruitment processes</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>n</b>	<b>Mean</b>	<b>Std</b>
There was an appropriate amount of information available on the role and the job itself during the pandemic	44.4%	27.8%	27.8%	0%	0%	18	4.17	0.9317
My recruiter explained the rest of the recruitment process quite clearly during the pandemic	33.3%	33.3%	27.8%	5.6%	0%	18	3.94	0.8819
I was kept reasonably informed around where I stood as a candidate after submitting my application and/or resume during the pandemic	27.8%	38.9%	22.2%	5.6%	5.6%	18	3.78	0.8539
There has been a drastic	11.1%	27.8%	27.8%	16.7%	16.7%	18	3.00	0.6872

---

decrease in number of  
employees employed in my  
department since Covid-19

---

Key: SA=Strongly agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree, n=No. of response, Std=Standard Deviation.

Changes in recruitment processes were accessed using four questions rated on a five-point scale ranging from 1-5 from 18 respondents. The mean and standard deviation were summarized in the table above. Among the changes in recruitment processes, employees given adequate information on their roles had the highest mean depicting that when the pandemic hit, new employees recruited into the organization all experienced adequate descriptions on their roles on the job. A mean of 4.17 indicates that majority of the respondents were in the Likert scale of Agree and Strongly Agree while a standard deviation of 0.9317 indicates that the deviation from the mean was small. Further, majority of the respondents (66.6%) agreed that the recruiter explained the rest of the recruitment process quite clearly during the pandemic (mean = 3.94, Std = 0.8819). A mean of 3.94 implies that majority of the respondents were in the Likert scale of agree while a standard deviation of 0.8819 indicate that the deviation from the mean was small. It was also noted that majority of the respondents (66.7%) were kept reasonably informed around where they stood as a candidate after submitting their application and/or resume during the pandemic (mean= 3.78, standard deviation = 0.8539). A mean of 3.78 implies that majority of the respondents fell under the Likert scale of Agree and a standard deviation of 0.8539 indicates that the variation from the mean was also small. The recruitment processes with the least mean were the drastic decrease in employees employed in each department during the pandemic. With a mean of 3, this implies that majority of the respondents fell under the Likert scale of Neutral. This therefore means that L'Oréal Kenya did not lay off already existing employees as an effect of Covid-19 Pandemic.

Respondents also communicated other changes in recruitments processes at L'Oréal Kenya in an open- ended question. Some of the changes highlighted were, the conversion of recruitment processes from a physical set up to an online based set up whereby interviews were conducted by electronic platforms such as zoom. The respondents also mentioned that recruitment processes employed candidate-centered approaches whereby recruiters mainly focused on the candidate, their needs as well as their experience and skills unlike before Covid-19 whereby recruitment was more employer-centric and less of candidate-centric. Some respondents also mentioned that the number of attachés and interns accepted into the organization decreased. Therefore, from the data obtained we can tell that surely, Covid-19 had certain impacts on recruitment processes at L'Oréal Kenya and the organization was forced to adopt to these impacts by implementing certain changes such as online recruitment and decrease in intake of employees to the organization.

#### 4.4.2 Impact of Covid-19 on employee benefits at L'Oréal Kenya

The second aim of the research study was to analyze the effects Covid-19 had on employee benefits at L'Oréal Kenya. The respondents were requested to show the aspects of the organization’s employment benefits that changed during the Covid-19 pandemic. The results were as show in the table below.

**Table 4.3 Changes In employment benefits during Covid-19 Pandemic**

*Table 4.3: Changes in employment benefits*

<b>EMPLOYEE BENEFITS</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>n</b>	<b>Mean</b>	<b>Std</b>
I understand our benefits package	38.9%	33.3%	16.7%	11.1%	0%	18	4	0.9014
I would have preferred more wellness packages during the time of the pandemic	33.3%	33.3%	27.8%	0%	5.6%	18	3.89	0.8780
I have been well compensated	27.8%	22.2%	44.4%	0%	5.6%	18	3.67	0.8250

ever since the pandemic									
The organization expresses interest in my health and wellness especially during the pandemic	44.4%	39%	16.7%	0%	0%	18	4.28	0.9538	
My benefits met my needs as well as my family members' during the pandemic	22.2%	56%	22.2%	0%	0%	18	4	0.8819	
The wellness benefits offered by my company improved my physical/or and mental health during the pandemic	22.2%	67%	11.1%	0%	0%	18	4.11	0.9052	

Key: SA=Strongly agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree, n=No. of response, Std=Standard Deviation.

Changes in employment benefits were accessed using four questions rated on a five-point scale ranging from 1-5 from 18 respondents. The mean and standard deviation were summarized in the table above. Majority of the respondents (72.2%) from L'Oréal Kenya had an understanding of their employee benefits package (mean = 4, Standard deviation = 0.9014). A mean of 4 implies that majority of the respondents fell on the Likert scale of Agree and Strongly Agree and a standard deviation of 0.9014 suggested that the deviation from the mean was small. Further, 66.6% of the respondents preferred more wellness packaged during the pandemic (mean = 3.89, standard deviation = 0.880). A mean of 3.89, is very close to a 4 and therefore it implies that a majority of the respondents fell on the Likert scale of strongly agree and agree while a standard deviation of 0.880 suggests that the deviation from the mean was small. Similarly, respondents from L'Oréal Kenya that were well compensated equally fell between strongly agree and strongly disagree but with a majority of the respondents (44.4%) choosing to stay neutral in this part of the survey (mean = 3.67, standard deviation = 0.825). A mean of 3.67 proves that a majority of employees actually did fall in the Likert

scale of neutral and disagree while a standard deviation of 0.825 suggests that the deviation from the mean was small.

Also, a majority of the respondents (83.4%) suggested that the organization expressed interest in their health and wellness especially during the pandemic (mean = 4.28, standard deviation = 0.9538). A mean of 4.28 implies that majority of the respondents were on the Likert scale of strongly agree and agree.

The data above also shows that a majority of the respondents (56%) agreed that their benefits met their needs as well as those of their family member during the pandemic (mean = 4, standard deviation = 0.8819). A mean of 4 proves our conclusion that majority of the respondents agreed to this variable.

Similar to the above variable, majority of respondents (6%) agree that the wellness benefits offered by the company improved their physical/or and mental health during the pandemic which is proven by an accrued mean of 4.11 that suggests that a majority of these respondents were on the Likert scale of agree. Respondents also communicated other changes in Employment benefits through open ended questions in the survey. Some of the changes they suggested were that there was a decrease in travel benefits due to the Covid-19 restrictions all over the world.

They also mentioned that work from home was introduced as a benefit to most of the elderly employees who were said to be vulnerable to the Virus.

Some also suggested that they received tax reliefs on some of their benefits.

Similarly, some respondents mentioned that there was an increase in their medical insurance coverage to help cater to those affected by the virus or any of their family members under their coverage that were affected by the virus.

Some respondents also mentioned that they received paid time off as a new employment benefit ever since the pandemic hit the world.

Others also mentioned that some benefits such as remote working among others, were redirected to specific work groups of the organization

From the data obtained from respondents it is proven that Covid-19 had some impacts on the employment benefits at L'Oréal Kenya that forced the organization to make changes such as implementing remote working in order to coop.

### 4.4.3 Changes in performance evaluation and appraisal systems due to Covid-19

The third aim of the research study was to analyze the effects Covid-19 had on performance evaluation and appraisal system L'Oréal Kenya. The respondents were requested to show the aspects of the organization's performance evaluation and appraisal systems that changed during the Covid-19 pandemic. The results were as show in the table below.

**Table 4.4 Changes in performance evaluation and appraisal systems at L'Oréal Kenya**

*Table 4.4: Changes in Performance Evaluation and appraisal*

<b>P. Evaluation and appraisal</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>n</b>	<b>Mean</b>	<b>Std</b>
Performance appraisal methods helped to provide an atmosphere where all were encouraged to share one another's burdens especially during the pandemic	33.3%	50%	11.1%	5.6%	0%	18	4.11	0.9167
Performance of employees improved after the process of performance evaluation during the pandemic	33.3%	39%	17%	11.1%	0%	18	3.94	0.8858
New performance appraisal systems were implemented during Covid-19	22.2%	33.3%	22.2%	17%	5.6%	18	3.5	0.7949
I was satisfied with my performance appraisal during Covid-19	39%	39%	17%	5.6%	0%	18	4.11	0.9204
The organization should consider other performance evaluation methods especially	39%	17%	39%	5.6%	0%	18	3.89	0.8740

---

during difficult times like the  
pandemic

---

Packages provided helped us as employees to coop better with Covid-19	44.4%	39%	17%	0%	0%	18	4.28	0.9538
---	-------	-----	-----	----	----	----	------	--------

---

Key: SA=Strongly agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree, n=No. of response, Std=Standard Deviation.

Changes in performance evaluation and appraisal were accessed using four questions rated on a five-point scale ranging from 1-5 from 18 respondents. The mean and standard deviation were summarized in the table above. First and foremost, the data obtained suggested that a majority of the respondents (83.3%) agreed to the fact that performance appraisal methods helped to provide an atmosphere where all were encouraged to share one another's burdens especially during the pandemic (mean = 4.11, standard deviation = 0.9167). A mean of 4.11 suggests that majority of the respondents were on the agree and strongly agree side of the Likert scale and a standard deviation of 0.9167 suggests that the deviation from the mean was small.

Similarly, majority of respondents (72.3%) also agreed that performance of employees improved after the process of performance evaluation during the pandemic (mean = 3.94, standard deviation = 0.8858). A mean of 3.94 implies that majority of these respondents fell on the agree with some on the strongly agree side of the Likert scale.

When it comes to new performance appraisal systems being implemented during Covid-19, more than half (55.5%) of the respondents agreed with 22.2% of the respondents staying neutral (mean = 3.5, standard deviation = 0.7949). A mean of 3.5 implies that majority of the respondents were on the neutral and agreed side of the Likert scale.

Majority of the respondents (78%) claimed to be satisfied with their performance appraisal during Covid-19 (mean = 4.11, standard variation = 0.9204). A mean of

4.11 implies that majority of these respondents fell on the Likert scale of Agree and strongly agree.

Respondents also suggested some of the changes they noticed in the performance evaluation and appraisal system during the pandemic through open ended questions in the survey. Some of the changes they noticed included a shift in performance evaluation based on performance rather than hours worked because there was no way of monitoring remote working.

Some respondents also suggested that there was regular training and feedback in order to keep things running smoothly and avoid correcting mistakes after a long duration of time. The regular training was implemented to ensure that employees are performing at their best all year round.

Some respondents also suggested that the organization implemented uniform evaluation cycles.

#### 4.4.4 Changes In termination policy during the pandemic

The fourth and last aim of the research study was to analyze the effects Covid-19 had on termination policy at L'Oréal Kenya. The respondents were requested to show the aspects of the organization's termination policy that changed during the Covid-19 pandemic. The results were as shown in the table below.

**Table 4.5 Changes in termination policy at L'Oréal Kenya**

*Table 4.5: Changes in termination policy*

<b>Termination Policy</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>n</b>	<b>Mean</b>	<b>Std</b>
Majority of the employees were laid off during the pandemic	17%	17%	28%	17%	22.2%	18	2.89	0.6770
Several jobs were declared redundant during and after Covid-19	11.1%	39%	22.2%	17%	11.1%	18	3.22	0.7312

There was a mass lay off during the onset of the pandemic	5.6%	33.3%	22.2%	11.1%	28%	18	2.78	0.6455
There have been cases of wrongful termination in my department during the pandemic	5.6%	22.2%	28%	11.1%	28%	18	2.5	0.5951
Employees that were declared redundant during the pandemic were paid their severance pay	22.2%	33.3%	17%	22.2%	5.6%	18	3.44	0.7862
I was fully aware of the termination policy in my organization during the pandemic	33.3%	39%	17%	11.1%	0%	18	3.94	0.8858
The organizations termination policy is just and fair	39%	28%	17%	11.1%	5.6%	18	3.83	0.8780

Key: SA=Strongly agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree, n=No. of response, Std=Standard Deviation.

Changes in termination policies were assessed using four questions rated on a five-point scale ranging from 1-5 from 18 respondents. The mean and standard deviation were summarized in the table above. In this research, majority of the respondents claimed that the termination policy of the organization was just and fair (mean = 3.83, standard deviation = 0.8780). A mean of 3.83 implies that majority of the respondents fell on the strongly agree and agree side of the Likert scale.

Majority of the respondents also claim to have been well aware of the termination policy of the organization during the pandemic, recording the highest mean of 3.94 which implies that majority of the respondents fell on the strongly agree side of the Likert scale.

The statement that recorded the least mean was that there were cases of wrongful termination in the respondent's department during the pandemic. Recording a mean on 2.5 suggests that the respondents did not agree with this statement.

Similarly, we also see that respondents disagreed with the statement that claimed that there was a mass lay off in the onset of the pandemic, recording a mean of 2.78 implies that majority of the respondents fell on the disagree side of the Likert scale.

There was also another low mean recorded of 2.89 on the statement that suggested that majority of the employees were laid off during and after the pandemic. This mean implies that the respondents fell on the disagreeing spectrum of the Likert scale.

Therefore, we can draw conclusion that termination policy was barely affected in terms of retrenchment and redundancy which is what was expected and ultimately faced by most organizations.

## **CHAPTER FIVE**

### **DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The findings of the study are discussed in this chapter. The chapter focused on the summary, discussion of findings, conclusions as well as the recommendations.

#### **5.2 Summary of the findings**

From this study we are able to find out that Covid-19 pandemic did for a fact affect some human resource practices at L'Oréal Kenya such as, recruitment processes, employment benefits and performance evaluation and appraisal. From the study we can see that some of the impacts of Covid-19 on Recruitment processes included increased difficulty in going about the recruitment process the normal way which involved the conducting of face-to-face interviews which

allowed the interview panels to read into body language and dress codes of the interviewers. These were aspects that would play a key role in determining the eligibility of a candidate for a certain position. We also see that Covid-19 affected the recruitment process in that earlier on before the pandemic, recruitment processes were majorly adopted to an employer-centric kind of approach where a candidate would be selected on the merits of what the employer or recruiter needs but on the onset of the pandemic, adopted a candidate-centric kind of recruitment approach whereby employers employed candidates on the basis of what a candidate's needs are as well as their experience and skills. This enabled them to build a relationship with the potential employees and in return it made it possible for them to employ highly qualified employees.

From the study, we also see ways in which Covid-19 affected the employment benefits at L'Oréal Kenya. According to the data obtained we see that the organization as well as its employees were drawn more to wellness employment benefits such as medical insurance covers which unlike the previous years, employers would offer employees benefits such as paid vacations and these are the kind of benefits that employees would also look forward to. Covid-19 also impacted employment benefits in that due to the pandemic, employees were able to receive some tax reliefs on these benefits in order to enable them to coop better with the tough economic constraints that the pandemic had on everyone.

When it comes to performance evaluation and appraisal systems, the organization was impacted because of shifts in the working dynamics that would normally have all employees under one roof for ease of supervision but ever since the pandemic, remote working was introduced and this put a strain on the existing performance evaluation and appraisal systems. Performance evaluation shifted to a work piece rate kind of evaluation and appraisal from a time piece rate kind of system, this ensured that employees were appraised based on the work they put in which was proven by the kind of results they would obtain instead of the hours worked, which was had to observe with remote working as the new normal.

Last but not least, the organization's termination policy was barely affected because from the data obtained, the organization did not retrench its employees and neither did it declare them redundant.

### **5.3 Conclusion of this study**

This section is guided by the objectives of this study.

#### **5.3.1 Changes in recruitment processes due to Covid-19**

According to Judene Pretti who, cited work by Douglas (2020), she revealed that for many organizations there was a pause in their recruiting activities until they could figure out both long term and short-term impacts on their already existing employees. On the other hand, in those organizations where recruitment activities continued, there was need to shift to more online interviewing, a trend that has recently increased. This has clearly been illustrated by this research on at L'Oréal Kenya where we discovered that at L'Oréal Kenya also underwent a shift to online recruitment as well as limiting the number of new employees accepted into the organization. This has helped breach the gap that existed before because Judene Pretti's research was conducted in Canada. Now we can justify that at L'Oréal Kenya, which is a representative of several industries also underwent similar changes in its recruitment processes as those of organizations in Canada. Therefore, we can conclude that Covid-19 did for sure have an impact on recruitment processes as a human resource practice in Kenya.

#### **5.3.2 Changes in performance evaluation and appraisal systems due to Covid-19**

According to a study conducted by Bagga (2020), he states that organizations that normally conduct formal reviews have been presented with a sticky obstacle because many employees realistically may not be able to deliver their 2020 objectives that were agreed on before the pandemic hit. Therefore, many

organizations are slowly adapting to new ways of performance evaluation and appraisal this is because assessing employees against objectives that don't consider the impact of COVID-19 on productivity, employee morale and resourcing seems confusing and frankly unfair. This study on L'Oréal Kenya has therefore enabled the researcher to breach the gap between organizations in the United States and those in Kenya in terms of performance evaluation and appraisal. This has been clearly proven by the data obtained from this research that states that L'Oréal Kenya also made attempts to change their reviewing process into a more continuous and uniform evaluation cycle. Therefore, it can conclude, that Covid-19 did for sure have an impact on performance evaluation and appraisal as a human resource practice in Kenya.

### **5.3.3 Changes in employment benefits due to Covid-19**

In a study conducted in United States of America, it states that due to the COVID-19 pandemic, employees were now finding a gap in what their employers offered as benefits. They conducted a survey that revealed that 73% of employees said they value the insurance benefits their company offers them, down from 80% three months earlier (Mayer, 2020). Conducting this research has enabled the researcher to breach the gap between the study conducted in the USA and that of L'Oréal Kenya because according to the data obtained, employees at L'Oréal Kenya became interested in wellness packages such as, medical insurance policies upon the onset of the pandemic as opposed to paid vacations and bonuses. It can therefore, be concluded that Covid-19 impacted employment benefits as a human resource practice in Kenya as well as the United States of America.

## **5.4 Recommendations**

### **5.4.1 Recommendations for practice**

The aim of this study was to determine organizational responses to changes in human resource practices due to Covid-19: The case of L'Oréal Kenya. This study has noted that truly the pandemic had significant changes to human resource practices discussed in the study, some of which most organizations didn't deem

possible but have now gladly adjusted to and even found to be better practices both for the organization as well as for employees. Thus, this study recommends that organizations should find ways of switching up some practices in order to kill the monotony of the work environment.

This study further suggests that employers should cut on costs of operation with practices such as remote working in order to allocate those funds to training and development or employee benefits in order to grow employees as individuals and building their careers as well as maximizing profits for the organization.

#### **5.4.2 Recommendations for policy**

This study recommends that the government should come up with more elaborate laws on termination in order to avoid cases where other employees in other organizations, industries and sectors are losing their jobs while others of the same level are maintaining their jobs.

This study also recommends a shift in the normal curriculum of human resource management in the university and colleges, to accommodate ways in which human resource managers can adopt to significant unexpected changes.

#### **5.5 Limitation of the study**

During the data collection of this study, the researcher encountered difficulty in accessing the organization without an appointment. The researcher was also faced with hinderances when trying to collect data due to unresponsive participants who barely replied to emails and the researcher had to follow up with phone calls which proved to be futile until the last days of the research deadline which explains the researcher's inability to get many responses for her study.

#### **5.6 Suggestions for further research**

The researcher was only limited to one organization in the private sector. This research suggests that another study can be replicated in another organization in the public sector or a different industry in order to examine if there are

similarities in the changes caused by Covid-19 on human resource practices and how these organizations in the public sector would respond to some of these changes across Kenya.

## References

- Academy to innovation HR . (2020). *7 Human Resource best practices ( a mini guide to HRM)*. Erik Van Pulen.
- Alexander W Bartik, M. B. (2020, July 28). The impact of COVID-19 on small business outcomes and expectations. (J. A. Scheinkman, Ed.)
- Atkinsons, J. (1984, August). *Personnel Management*. pp. 28-31.
- Bagga, A. (2020, July 22). The impact of COVID-19 on performance management.
- Baker, M. (2020, March 19). *Gartner.Inc*. Retrieved from Gartner:  
<https://www.gartner.com/en/newsroom/press-releases/2020-03-19-gartner-hr-survey-reveals-88--of-organizations-have-e>
- BambooHR. (2021). Onboarding. *An HR glossary for HR terms*.
- Bank, W. (2020). Kenya Economic Update, November 2020 : Navigating the Pandemic.
- Bhalerao, P. K. (2010, Jan-March). Sample size calculation.
- Bhatia, M. (2018, September 5). Your guide to qualitative and quantitative data analysis methods.
- Bloomenthal, A. (2021, July 21). C-Suite.
- Bruce, C. (2021, 23 April). The impact of COVID-19 on employee benefits and how organizations approach them.
- Bundly, B. (2021, September 22). *study.com*. Retrieved from study.com:  
<https://study.com/academy/lesson/descriptive-and-inferential-statistics.html>
- Caxstone Kigata, A. K. (2020, March 31). Employee rights and guarantees during the covid-19 pandemic.
- Cypress, B. S. (2017, July/August). Rigor or Reliability and Validity in Qualitative Research: Perspectives, Strategies, Reconceptualization and Recommendations. *Dimensions of Critical Care Nursing*, 36(4), 244-252.
- Directory, D. B. (2020-2021). L'OREAL EAST AFRICA LTD.
- Douglas, E. (2020, September 03). How has COVID-19 changed the face of recruitment?

dun & bradstreet. (2000-2020). Retrieved from [https://www.dnb.com/business-directory/company-profiles.loreal\\_east\\_africa\\_ltd.36335c2464ec03ca6826ba575dd08edb.html](https://www.dnb.com/business-directory/company-profiles.loreal_east_africa_ltd.36335c2464ec03ca6826ba575dd08edb.html)

Durrheim, K. (2006). Research in practice: Applied methods for the social sciences. 33-59.

Explorable.com. (2009, November 15). Research Population.

Formplus Blog. (2020, Oct 15). Retrieved from <https://www.formpl.us/blog/survey-response-rate>

Gabriel, A. (2008, June). The meaning of Theory.

Gabriel, A. (2008, June). The meaning of Thoery. *USC Libraries*, 173-199.

Johnsons, D. (2022, february 14). Retrieved from <https://www.guru99.com/what-is-data-analysis.html#:~:text=Data%20analysis%20is%20defined%20as,based%20upon%20the%20data%20analysis.>

Karthe. (2017, February 28). *Analytics Vidhya*. Retrieved from Analytics Vidhya web site: <https://www.analyticsvidhya.com/blog/2017/02/introductory-guide-on-linear-programming-explained-in-simple-english/#:~:text=Linear%20programming%20is%20used%20for,inequalities%20with%20subject%20to%20constraints.>

Kenton, W. (2020, November 27). Retrieved from <https://www.investopedia.com/terms/q/quantitativeanalysis.asp>

Kenton, W. (2020, July 28). Human Resources (HR). *investopedia.com*.

L., H. P. (2001). Occupational stress: Toward a more integrated framework.

L'Oréal. (2011, December 6). Africa, Middle East: the Group's new growth driver as part of its conquest of a billion new consumers. *loreal.com*.

Lea, S. (2018, Nov 19). Flexible-firm model. *Business Balls*.

Lepak, D. P., & Snell, S. A. (1999, Jan). The Accademy of Management Review. 24(1), 31-48.

Lepak, D. P., & Snell, S. A. (2002). Examining the human resource architecture: The relationships among human capital, employment, and human resource configurations. *Journal of Management*, 28(4), 517-543.

Lori Nishiura, J. W. (2020, December 07). How Do You Evaluate Performance During a Pandemic? *Havard Business Review*.

Malik, A. (2018, may 30). Strategic HRM & ER: Best-Practice Versus Best Fit.

Mayer, K. (2020, August 18). COVID-19 is changing how employees view their benefits.

- Meister, J. (2020, march 31). The Impact Of The Coronavirus On HR And The New Normal Of Work.
- Morris, E. (n.d.). Sampling for Small population. Retrieved from <https://uregina.ca/~morrisev/Sociology/Sampling%20from%20small%20populations.htm>
- Mwangi, F. (2020, August 11). The ‘New Normal’: How COVID 19 has changed the workplace – Lessons and experiences from KMT and peer organisations. *kenya markets trust*.
- Odhiambo, D. (n.d.). Impact of COVID-19 on employment in Kenya: Issues for consideration.
- Question Pro. (2021). Performance evaluation – Definition, method, survey questions and example.
- Rabenu, A. T. (2021, May 24). The COVID-19 pandemic: A challenge to performance appraisal .
- Shreenath, B. (2020, June 13). Impact Of Covid-19 On Recruitment .
- Thomas, L. (2020, September 7). Retrieved from <https://www.scribbr.com/methodology/cluster-sampling/>
- World Health Organization. (2020, Dec 23). COVID-19.

## **APPENDICES.**

### **APPENDICES 1: INTRODUCTORY LETTER.**

Lynn Kahiga,

Strathmore University,

Dear Sir/Madam,

RE: PERMISSION TO COLLECT DATA IN YOUR ORGANIATION.

I am a fourth-year student in Strathmore University pursuing a Bachelor of Commerce degree, specializing in Human Resource Management. It is a requirement by the University that students carry out a research project to complete the course. I am carrying out a study on the impact of Covid-19 on the Human Resource practices in Kenya: The case of L'Oréal Kenya. I kindly request permission to collect data in your organization.

The data will only be used for research purposes and will be handled in a confidential manner.

Kind Regards,

Lynn Kahiga.

## **APPENDICES 2: QUESTIONNAIRE**

### **PART A: PERSONAL PROFILE**

1) Age Bracket

18- 25 years

26 – 35 years

36 – 45 years

46 and above

2) Gender

Male

Female

3) Level of Education

O- Level

Diploma

Graduate

Post graduate

4) How long have you worked for the organization

0-5 years

6-10 years

Above 10 years

**PART B:**

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guidelines. With 5 being the highest rank and 1 being the lowest rank.

5= Strongly Agree

4 =Disagree

3= Neutral

2= Agree

	<b>RECRUITMENT PROCESS</b>	1.	2.	3.	4.	5.
1.	There was an appropriate amount of information available on the role and the job itself during the pandemic.					
2.	My recruiter explained the rest of the recruitment process quite clearly during the pandemic.					
3.	I was kept reasonably informed around where I stood as a candidate after submitting my application and/or resume during the pandemic.					
4.	Has there been a decrease in number of employees employed in your department since Covid-19? If so, how drastic was the decrease?					

1= Strongly Disagree

Did you notice any changes in the recruitment process during the Covid-19 pandemic? If so, mention at least one

---



---



---

Are there any changes you would like the organization to implement when it comes to recruitment processes?

---



---

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guidelines. With 5 being the highest rank and 1 being the lowest rank.

5= Strongly Agree

4 =Disagree

3= Neutral

2= Agree

1= Strongly Disagree

	<b>EMPLOYEE BENEFITS</b>					
1	I understand our benefits package.					
2	I would have preferred more wellness packages during the time of the pandemic.					
3	I have been well compensated					

.	ever since the pandemic.					
4.	My organization expressed interest in my health and wellness especially during the pandemic.					
5.	My benefits met my needs as well as those of my family members during and after the pandemic.					
6.	The wellness benefits offered by my company have improved my physical and/or mental health during the pandemic.					

Did you notice any changes in the employee benefits offered during Covid-19? If so, mention at least one.

---



---



---

Are there any changes you would like the organization to implement when it comes to employee benefits?

---



---

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guidelines. With 5 being the highest rank and 1 being the lowest rank.

5= Strongly Agree

4 =Disagree

3= Neutral

2= Agree

1= Strongly Disagree

	<b>PERFORMANCE EVALUATION AND APPRAISAL</b>	1.	2.	3.	4.	5.
1.	Performance appraisal methods help to provide an atmosphere where all are encouraged to share one another's burdens especially during the pandemic.					
2.	Performance of employees improved after the process of performance appraisal during the pandemic.					
3.	Performance appraisal systems were implemented during Covid-19					
4.	I was satisfied with my performance appraisal during Covid-19					
5.	The organization should consider other performance evaluation methods especially during hard times like the pandemic.					
6.	Packages provided helped us as employees coop better with Covid-19.					

Did you notice any changes in the performance appraisal and evaluation system?  
If so, mention at least one.

---



---



---

Are there any changes you would like the organization to implement when it comes to performance evaluation and appraisal methods used?

---



---

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guidelines. With 5 being the highest rank and 1 being the lowest rank.

5= Strongly Agree

4 =Disagree

3= Neutral

2= Agree

1= Strongly Disagree

	TERMINATION POLICY.		1		3		
1	Majority of the employees were laid						

	off during the pandemic.					
2	Several jobs were declared redundant after Covid-19.					
3	There was a mass lay off during the onset of the pandemic.					
4	There have been cases of wrongful termination in my department.					
5	Employees that were declared redundant were paid their severance pay.					
6	I am fully aware of the termination policy in my organization during the pandemic.					
7	The organizations termination policy is just and fair.					