SILESIAN UNIVERSITY OF TECHNOLOGY PUBLISHING HOUSE

SCIENTIFIC PAPERS OF SILESIAN UNIVERSITY OF TECHNOLOGY 2025
ORGANIZATION AND MANAGEMENT SERIES NO. 235

SUSTAINING PERFORMANCE IN REMOTE WORK SETTINGS: COMPANY X'S: EVALUATION CRITERIA AND ORGANIZATIONAL CULTURE

Joanna WYROBEK[1*], Przemysław JAŚKO[2]

[1] Department of Corporate Finance, Cracow University of Economics; wyrobekj@uek.krakow.pl, ORCID: 0000-0002-8536-0851
[2] Department of Computational Systems, Cracow University of Economics; jaskop@uek.krakow.pl, ORCID: 0000-0002-5534-9096
*Correspondence author

Purpose: The article presents the results of interviews with IT employees at Company X, which has developed and implemented a semi-automatic system for evaluating employee performance and promotion paths. The main objective is to demonstrate how this system enables fully remote work without loss of efficiency or innovativeness.
Design/methodology/approach: The study utilizes qualitative research based on structured interviews with 19 employees at various organizational levels within Company X.
Findings: The research found that Company X's semi-automatic evaluation system—comprising self-assessment, supervisor validation, and objective data collection—supports high performance and continuous development in a remote work setting. The system covers ten comprehensive areas, from knowledge and skills to leadership and external representation, and fosters transparency, impartiality, and ongoing improvement.
Research limitations/implications: The study is limited to a single company in the IT sector, which may affect the generalizability of results. Future research could expand to comparative studies across different industries or incorporate quantitative performance metrics for broader validation
Practical implications: The evaluation system provides a replicable model for other organizations on how to sustain performance in remote work environments. It shows that integrating employee self-assessment, supervisor feedback, and objective data can enhance transparency, motivation, and development.
Social implications: The research highlights that well-designed remote work systems can promote inclusivity, work-life balance, and equal opportunities across age, gender, and cultural backgrounds. It suggests that transparent, data-driven evaluation creates trust and engagement.
Originality/value: The paper discusses a novel, integrated approach to remote performance management. It is particularly valuable for HR professionals, managers, and organizations seeking effective remote work solutions, as well as researchers interested in digital transformation and work organization.
Keywords: remote work, online performance work control, sustaining performance.
Category of the paper: Research paper.

1. Introduction

Amid the COVID-19 pandemic, numerous businesses found themselves compelled to adopt remote work practices. Post-pandemic, companies diversified in their approaches: some returned to traditional onsite operations, others embraced a hybrid model, while many transitioned to full-time remote work. Despite this, numerous managers are worried about the efficacy of remote work, citing challenges in communication and efficiency. For these reasons, this publication aims to showcase the solutions implemented by Company X, a software house that has long developed remote work and is successfully using this model without deteriorating its efficiency. The company has developed robust mechanisms to ensure the high quality and efficiency of remote work, which will be detailed in this publication.

2. Review of literature

Remote work, when properly organized, has been shown to enhance task implementation efficiency within enterprises (Pokojski et al., 2022), as well as boost employee productivity (Arunmozhi et al., 2021, pp. 1-19) and organizational performance (Cooper, Lewis, 2005, pp. 23-27). Nevertheless, there are instances where employers struggle to manage remote work arrangements, leading to decreased productivity and prompting some to withdraw this option for employees (Choudhury et al., 2021; Yao et al., 2019). In Poland, the proportion of individuals working remotely remains relatively low, despite doubling from 4.6% to 8.9% in 2019 (Tramontano et al., 2021). Across Europe, the rate stands at around 5.4%, rising to 9%—a trend largely influenced by the Covid-19 pandemic (Kniffin et al., 2021, p. 63). While not all organizations adeptly handle remote work setups, research suggests that overall statistics indicate a reduction in absenteeism (Sullivan, 2012) and an enhancement in work-life balance (Ogbonnaya, Valizade, 2018).

If we look for factors that improve the efficiency of remote work, they seem to include: ongoing monitoring (Wang et al., 2021), leadership style adjustment (Tewari et al., 2019), training managers in this area (Vazguez et al., 2019), good knowledge of technologies needed for remote work (Marinho et al., 2021), but also greater work flexibility improves concentration (Ng et al., 2022) and prevents emotional exhaustion (Ng et al., 2022).

Supervising remote work presents a significant challenge and demands careful handling (Naumowicz, 2020), ensuring that employees do not perceive it as crossing certain ethical and legal boundaries (Muszyńska, Swacha, 2014; Wood et al., 2019). While some supervision systems extend beyond daily progress reports to include monitoring employee locations, mouse movements, and even adding comments to opened files, alongside comprehensive electronic

monitoring systems (such as ActivTrak, InterGuard, Veriato 360, Teramind, WorkSmart, Work Examiner, and Sneek (Pokojski et al., 2022)), It is evident that less intrusive yet effective methods offer a preferable solution. These may include fostering information exchange between employees and their supervisors, and encouraging open dialogue (Madlock, 2013). This publication explores such a system, predominantly centered on dialogue and often incorporating employee self-assessment during evaluations.

3. Distinctive Features of Company X

Company X is a subsidiary of an international IT corporation, with over 25 years of operation in the Polish market. Notably, it has experienced robust profit and sales growth, particularly within Poland. The company predominantly employs programmers from Poland, leveraging its extensive presence across multiple countries to facilitate regionalized employment.

The employment policy primarily revolves around the principle of residency, with the company hiring programmers residing in Poland. This allows for easy access to the company's headquarters or branches for integration events, charitable activities, or offline meetings as needed. Offline meetings primarily focus on integration, charity, or training, with every employee having the opportunity to organise seminars on various technologies, for which the company provides pizza and refreshments. These meetings often adopt a hybrid format to accommodate both in-person and remote participation, enhancing accessibility.

Offline meetings are voluntary and serve as a break from professional duties, fostering a positive perception of on-site engagements as enjoyable and engaging rather than stressful. The company ensures an adequate number of computer workstations for employees who lack suitable remote working conditions or encounter temporary disruptions such as internet outages, ensuring uninterrupted productivity. This flexibility extends across the company's numerous branches, providing a safety net for employees facing remote work challenges.

The key elements in maintaining high-quality work in the described firm are five issues. Firstly, the company implements a meticulous and multi-stage recruitment process, evaluating candidates based on their experience, character traits, and professional skills. The company selectively chooses individuals who not only possess the necessary skills but also demonstrate a strong understanding of the company and articulate their reasons for choosing it over other opportunities. While the salaries offered are competitive within the IT industry (though not necessarily extravagant), individuals solely motivated by monetary gain often seek employment elsewhere. However, there is ample opportunity for significant earning potential within the company.

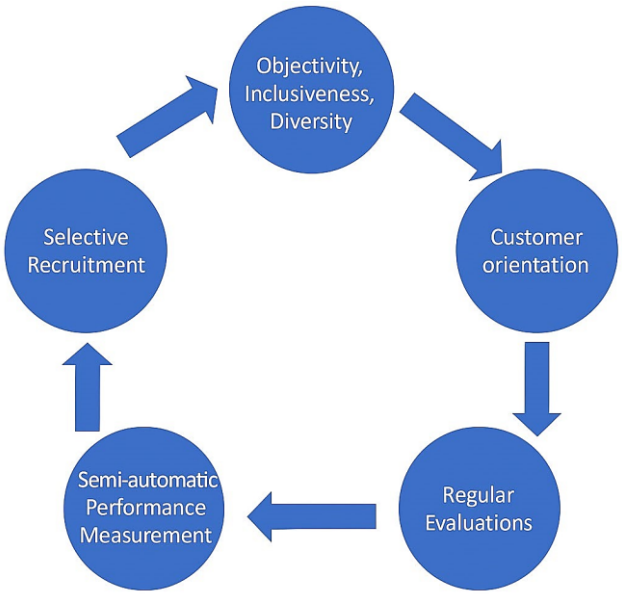

Figure 1. The importance of the employee electronic evaluation system in the whole process of employment.

Source: own research.

Secondly, at Company X, all employees undergo thorough and comprehensive evaluations every six months. The computer system collects all available information in the areas that are of importance for the company's success, but then the employees are asked to validate the collected data and provide more information that might not have been collected by the system. Each employee is assigned a supervisor who receives the report and then conducts in-depth discussions covering numerous criteria, contributing to the employee's final evaluation. Each aspect is rated as "poor", "requires improvement", or "good". A higher number of positively rated elements results in a higher overall evaluation for the employee, increasing their chances for bonuses, awards, or promotions (promotion takes place when an employee exceeds expectations concerning their position and meets criteria set for a higher position). The comprehensive nature of this assessment will be further explored later in this study.

Thirdly, the company employs a straightforward yet consistent system for budgeting financial results and sales, with a strong emphasis on customer focus. Despite the expansive size of the entire corporation, individual accountability for the company's sales success remains intact, and customers are kept within the purview of all company employees. With few exceptions, most employees, including front-end, back-end, full-stack developers, architects, and sales staff, directly engage with customers. While this may pose a challenge for programmers, many of whom may have limited communication skills, it fosters direct communication with clients, minimizes conflicts regarding requirements and project scope, and expedites project execution.

Given the significant rewards associated with direct client interaction, employees actively seek out such opportunities, particularly as clients often possess technical expertise, facilitating meaningful dialogue.

Fourthly, the company operates on a principle of rewarding and appreciating employees who contribute to the company's revenue and demonstrate high performance on an objective basis. The company offers extensive training programs and covers certification costs. Additionally, there are many internal projects available for employees who are not actively engaged in client projects at the time. The company listens to their clients about what systems they might find useful and develops these tools, hoping for successful sales in the end. In many cases, this is exactly what happens.

The fifth, extremely important element is reliability and non-discrimination. As a result, in the same company, on the same projects, work people aged from 20 to 50 plus, both genders (which seems to be rather rare elsewhere). The same equality concerns possible promotion. Although the Polish branch employs mainly people from Central Europe, virtually every project involves people from all over the world, from different cultures and backgrounds. To facilitate communication, the company provides a variety of training.

Thanks to the diverse nature of the projects, the company attracts committed people interested in development, because each project, although usually related to a given person's technology stack, is different and requires technology learning and development. Remote work at Company X is a common practice, but stringent security measures must be met to qualify. Employees are required to have a fixed IP address (with allowances for two in the case of dual internet connections), and company laptops are equipped with disabled USB ports to prevent data transfers. Additionally, a robust login system employing two-step authentication and encrypted links is mandated. Projects undergo continuous auditing by cybersecurity personnel from their inception. It is necessary because on the same day when the project was created in the cloud, it started being attacked by automatic hacking tools.

In tandem with electronic security protocols, stringent physical security measures are enforced. Company laptops are restricted from use outside the employee's residence and cannot be taken off-premises. Home doors must be equipped with appropriate anti-burglary protections, and employees must certify compliance with security standards through a formal acknowledgement process at the onset of employment.

Occupational health and safety standards are also rigorously upheld, requiring employees to maintain ergonomic workstations, including suitable chairs, desks, and monitors, and ensuring proper encryption of home Wi-Fi networks. Stability and speed requirements for the internet network must also be met.

Despite these stringent requirements, employee feedback indicates a preference for remote work, with most employees only visiting the company's headquarters or branch 2-3 times per month for a couple of hours.

4. Distinctive Features of Company X

Presented in the study results are based on interviews with 19 employees at different levels of Company X, through which we gathered insights into the system used for collecting information for semi-annual employee evaluations.

The evaluation system for each employee comprises 10 distinct sections, each encompassing various aspects of assessment, with five tailored for junior positions and five for senior roles. The following description pertains to senior positions. These ten sections of employee assessment include: knowledge and skills, professional development, project planning and organisation, leadership, quality of project implementation, project management, interpersonal relations, value building, community building, and representing the company externally. The system includes more than 80 areas in which the employee has to evaluate themselves first, and later the report is prepared for a direct supervisor who discusses this report with the employee and, if necessary, makes changes. In many areas, evaluation is based on yes/no questions, for example, participation in at least 2 training sessions in the past year, organisation of a webinar, etc. During subsequent evaluations, employees typically reflect on the changes they've made to improve ratings in areas where they had previously scored lower. This iterative process and fixed, well-known, detailed criteria foster continuous improvement and development within the workforce (Fig. 2).

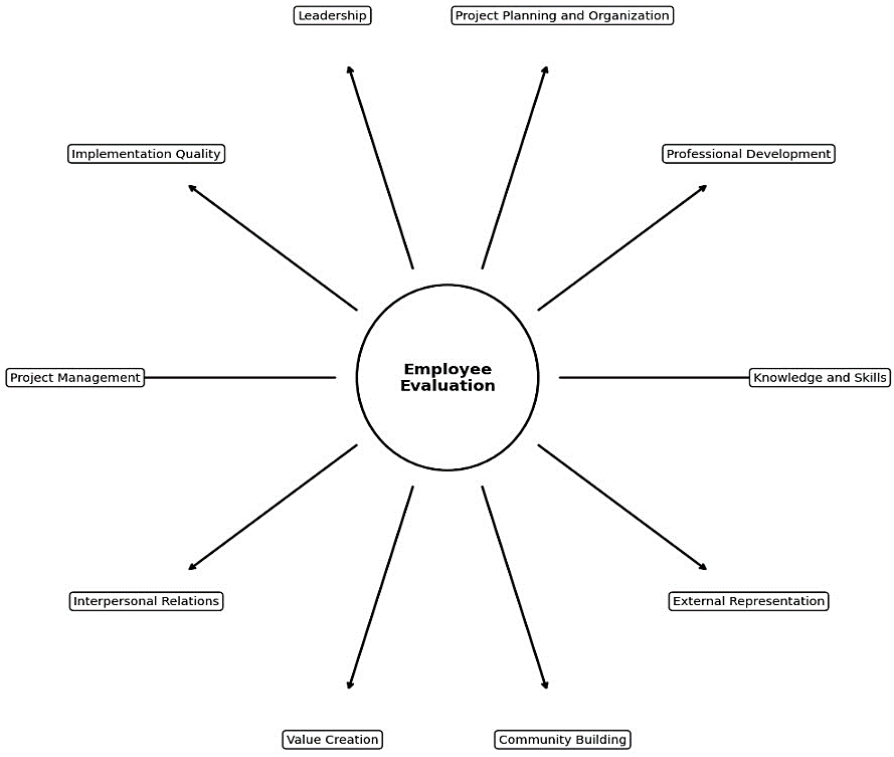

Figure 2. Ten key aspects of the IT employee evaluation in Company X.

Source: own research.

In terms of knowledge and skills (Table 1), the system requires the employee to evaluate their own implementation of assigned tasks and the degree of autonomy in their performance (how often the employee needs help or direction), complexity the tasks they can perform (simple, average, difficult, very demanding), the scope of the tasks performed, compliance to procedures or correcting them if the project requires it. Employees are expected to first know and follow best practices, then create best practices, and the higher the position, the more projects the employee should supervise in terms of best practices. Employees report new certifications, because higher senior positions require having or obtaining certificates in the company. Employees also evaluate their knowledge of the main technology, and the higher the position, the broader this knowledge should be and extend beyond the main technology to related ones. This part of the survey is partially filled out by project leaders who had the opportunity to evaluate these skills. Another question concerns how often they advised other employees. Such requests are done officially and unofficially, so the system can only partially evaluate this area and needs information from the employee.

To be promoted to higher positions, an employee must have a documented history of advising other employees, and the more frequent such assistance, the more the assessment in this respect is transferred to higher levels (to be promoted, an employee must meet most of the requirements for a higher level, which is agreed every six months with the employee's supervisor - also a programmer who decided to move to a managerial position). High-level employees are expected to understand frameworks and technologies, project management (due to the ability to implement a difficult project commissioned by the client), have knowledge of a relatively large group of employees, and have advanced knowledge of key technologies beyond basic knowledge. High-level senior employees must be able to select technology for the problem and the team, recommend specific employees they know and who will be able to carry out a given project, actively participate in technological discussions and conduct training (remote or offline during which the employer provides food and drinks - these are usually fruit, sweets, hot takeaway meals, drinks). Lower-level employees are encouraged to attend such meetings because they have the opportunity to meet senior employees in person. Employees receive invitations to such training on various topics almost every day (sometimes at night because the company in question X is an international corporation). It is worth mentioning that information about the described activities in many cases is recorded by the system and stored in a database. It facilitates periodic evaluation because the system ‘remembers’ many facts that the employee could have forgotten.

Table 1.
Criteria for evaluation of knowledge and skills

Evaluation Area	Description
Task Execution	Evaluation of task quality and degree of independence (how often help or guidance is needed).
Task Complexity	How complex are the tasks the employee can perform independently (simple / average / difficult / very demanding).
Scope of Tasks Performed	Whether the employee only performs tasks within their scope or goes beyond it.
Compliance with and Adjustment of Procedures	Whether the employee knows and follows best practices, and whether they also create or adapt them when needed.
Certificates and Training	Certificates are required for higher positions; the company pays for certification.
Knowledge of Core and Related Technologies	A broad technological knowledge is expected—the higher the position, the broader the required knowledge.
Advising Other Employees	Track record of assisting others—the more frequent and advanced the support, the higher the rating.
Project Participation and Best Practices Supervision	Higher positions should supervise more projects with regard to best practices.
Technology and Team Selection for Projects	Ability to recommend appropriate technology and suitable employees for specific projects.
Participation in Discussions and Conducting Training	Active participation in technical discussions, conducting online/offline training, and attending meetings with refreshments provided by the company.

Source: own research.

The second is project management skills (Table 2). In the domain of project management, senior employees are tasked with a range of specific responsibilities. They are asked by the system about their level of understanding of the product lifecycle (confirmed later by their supervisors and client's grade) and whether and how often they have proposed improvements and established appropriate lifecycle procedures (this feature is documented by the system). As seniority increases, proficiency in Agile methodologies becomes increasingly important. This progression involves acquiring knowledge of Agile principles, transitioning to understanding and implementing these methodologies, and eventually mentoring others and leading their adoption across the company. Senior employees are also responsible for administrative tasks such as time and expense tracking, invoice management, and analysing, reporting risks and issues (based on processed documents, the system can evaluate this area of competence). Additionally, the employee reports how often they oversaw the outcomes of individual projects and entire portfolios, including crafting schedules, assessing profitability, and managing project deadlines. All these features constitute separate fields in the system. Another bunch of questions concerns the efficiency of communication in project management, especially whether senior employees provide transparent reporting on task and project completion times, deliver forecasts, and communicate any deviations from timelines. They are also asked about identifying and planning interdepartmental connections to ensure seamless project execution. Furthermore, senior employees have to grade themselves on how well they foster collaboration across different teams and departments. Questions (and expectations)

include operational leadership and coordination, preemptively addressing issues, delegating tasks effectively, and supporting team initiatives. As seniority increases, so too does the scope of leadership responsibilities, including overseeing a broader group of employees spanning entire regions.

Table 2.
Criteria for evaluation of project management skills

Evaluation Area	Description
Understanding of Product Lifecycle	Employee's knowledge of the product lifecycle and their ability to understand and explain it.
Improvement and Procedure Development	Frequency and quality of proposed improvements and established lifecycle procedures.
Proficiency in Agile Methodologies	Level of understanding and implementation of Agile principles, including mentoring and company-wide adoption.
Administrative Responsibilities	Managing time tracking, expenses, invoices, and reporting risks and issues.
Project Oversight and Scheduling	Monitoring project and portfolio outcomes, creating schedules, assessing profitability, and managing deadlines.
Communication and Reporting	Transparency in reporting task/project completion, forecasting, and communicating delays or changes.
Interdepartmental Planning	Ability to identify and plan cross-departmental links to ensure smooth project execution.
Cross-team Collaboration	Facilitating collaboration between teams and departments to support project goals.
Operational Leadership	Taking initiative in operational leadership, resolving issues proactively, and delegating tasks effectively.
Regional Oversight and Delegation	Managing larger teams and responsibilities as seniority increases, including regional coordination.

Source: own research.

In the third area, that is, planning and implementation of projects (Table 3), seniors are asked whether they are able to estimate time and resources for assigned tasks, and the higher the level, the larger groups and total tasks the employee should be able to effectively estimate. Every employee reports (and the system documents it over the whole year) cooperation with sales staff, providing technical estimates, and, in senior positions, also conversations with customers and cooperation with the sales department. Employees also evaluate their ability to verify estimates prepared by others and assist, as time permits, in creating such estimates. The higher the position, the greater the expected role in participating in discussions on providing new business solutions, methods of implementation, taking responsibility for certain aspects of the project, and advising on what functionalities to implement.

Table 3.
Evaluation criteria for the planning and implementation of projects

Evaluation Area	Description
Task and Resource Estimation	Ability to estimate time and resources required for assigned tasks.
Estimation for Larger Groups and Complex Tasks	The capability to estimate tasks for larger teams and complex project scopes as seniority increases.
Collaboration with Sales Team	Documented cooperation with sales personnel to provide technical estimates.
Client Interaction and Sales Support	Engagement in client conversations and supporting the sales team at senior levels.
Verification of Estimates by Others	Skill in reviewing and validating estimates prepared by other team members.
Assistance in Creating Estimates	Willingness and ability to assist others in creating estimates when time allows.
Participation in Business Solution Discussions	Involvement in discussions about new business solutions for clients.
Implementation Method Recommendations	Making recommendations on implementation approaches tailored to client needs.
Responsibility for Project Components	Taking ownership of specific project components and deliverables.
Advising on Functionalities	Providing input on which functionalities should be included in the project.

Source: own research.

The fourth part of periodic assessment is value building (Table 4). Senior employees have to evaluate the input of their colleagues regarding clients in the system and whether junior staff actively engage in various professional activities, including hackathons, technological dialogues, discussions, and training sessions. As it was already said, the system also asks about certifications (covered by the employer), participation in events, and based on the employee profile, suggests new trainings, certifications, even charity projects currently run in a company, as well as attending global technical events (also sponsored by the employer).

Table 4.
Evaluation criteria for value building

Evaluation Area	Description
Colleague Input Consideration	Listening to and incorporating colleagues' feedback, especially related to client matters.
Participation in Professional Activities	Engagement in hackathons, technical discussions, and training sessions.
Support for Subordinates	Providing advocacy and active support for junior employees or mentees.
Employee Well-being Advocacy	Ensuring the mental and professional well-being of subordinates within reasonable limits.
Use of Employer-Provided Opportunities	Taking advantage of resources like training, certifications, and sponsored events.
Initiative in Certifications and Events	Proposing new ideas and participating in employer-supported development activities.
Involvement in Charity and Community	Taking part in charity work and community-focused events or initiatives.
Participation in Global Technical Events	Attending international technical events, often sponsored by the company.

Cont. table 4.

Contribution to Certification Strategy	Helping to shape and enhance the company's approach to technical certification.
Operational Improvement Initiatives	Leading or contributing to initiatives aimed at continuous organizational improvement.

Source: own research.

The fifth area is the analysis of customer requirements communication (Table 5). The system expects the employee firstly to acquire domain knowledge in the client's areas of interest, then to become a subject matter expert, first in single projects and then in many projects. The employee has to evaluate the extent to which they are capable of analyzing the technical requirements of projects and plans, and collect requirements together with the client. The system checks how frequently the employee updates the tasks performed, manages the status of tasks, and in high positions, performs a quality audit of all artefacts.

Table 5.
Evaluation criteria for customer requirements communication

Evaluation Area	Description
Domain Knowledge Acquisition	Acquiring knowledge in the client's domain of interest.
Subject Matter Expertise	Becoming an expert first in single projects and then across multiple projects.
Technical Requirements Analysis	Ability to analyze technical requirements of projects and implementation plans.
Requirements Collection with Client	Collaborating with the client to collect project requirements.
Task Update Frequency	Frequency of updating tasks performed.
Task Status Management	Managing the status of all assigned tasks.
Quality Audit of Artefacts	Conducting quality audits of artefacts at higher seniority levels.

Source: own research.

The next, sixth scope is leadership (Table 6). The system allows for the upload of academic degree diplomas pertinent to the employee's field and recognizes individuals with expert knowledge in their discipline. Obtaining scientific degrees and earning public recognition as an industry expert are rewarded. In senior positions, employees are evaluated on their collaboration with clients. Employees can also present evidence of recognition within the industry community. Points are awarded for publications, participation in candidate selection interviews, and successful management of larger-scale projects. As employees advance in seniority, they are allocated more project responsibilities and handle projects of longer duration. Employees are encouraged to develop their skills beyond the scope of current projects and actively contribute to enhancing the company's technological capabilities.

Table 6.
Evaluation criteria for leadership

Evaluation Area	Description
Academic Degree Submission	Submitting academic diplomas relevant to the employee's field.
Expert Knowledge Recognition	Recognition of employees with expert knowledge in their professional area.
Scientific Degrees and Industry Reputation	Rewarding those who obtain scientific degrees and are publicly acknowledged as experts.
Client Collaboration	Evaluation based on collaboration and work with clients.
Industry Recognition Evidence	Providing proof of recognition within the industry community.
Publications and Recruitment Participation	Gaining points for publications and participation in candidate interviews.
Large-Scale Project Management	Successfully managing larger and more complex projects.
Extended Project Responsibility	Handling increasing project responsibilities and long-term initiatives.
Skills Development Beyond Current Projects	Encouragement to develop skills beyond current roles and assignments.
Contribution to Technological Advancement	Actively contributing to the technological growth of the company.

Source: own research.

The seventh scope of assessment is team building (Table 7). Employees are expected to communicate with their supervisors about their morale and any potential impact on the project, extending this communication to other team members as necessary. They are responsible for delegating tasks, fostering team morale, and promptly reporting any related issues. Failure to report problems may adversely affect the employee's periodic evaluation. Moreover, employees are encouraged to actively seek opportunities to assume greater responsibility within their tasks, propose additional opportunities, and provide assessments to their subordinate team members while offering constructive feedback. They should also offer assistance to their colleagues, aid in goal achievement and task completion, oversee the professional development of others, and contribute to the creation of professional development programs whenever possible. For this part of the evaluation, the evaluation system collects the grades from the co-workers of an employee. Every employee on the project is allowed to give feedback about their co-workers. In the majority of cases, this feedback represents gratitude for an employee.

Table 7.
Evaluation criteria for team building

Evaluation Area	Description
Self-Assessment and Feedback	Providing honest self-assessment and regular feedback to supervisors.
Morale Communication	Informing supervisors about personal morale and its potential impact on project performance.
Team Communication	Extending morale-related communication to other team members when needed.
Task Delegation	Delegating tasks effectively within the team.
Issue Reporting	Promptly reporting any issues that could impact the team or project.
Taking on Additional Responsibilities	Actively seeking additional responsibilities and proposing new initiatives.

Cont. table 7.

Peer Evaluation and Constructive Feedback	Evaluating team members constructively and offering meaningful feedback.
Colleague Support	Assisting colleagues in achieving goals and completing tasks.
Supervising Development of Others	Monitoring and supporting the professional growth of peers.
Contributing to Development Programs	Helping design and contribute to professional development programs.

Source: own research.

The eighth aspect of assessment is continuous improvement and development (Table 8). Employees are encouraged to ask questions, with the number of questions asked also influencing the employee's position level. Higher positions typically entail a reduced need for questioning. Complicated questions are recorded in the system, and then the system goes through all employees' profiles and sends this question to competent personnel. In senior roles, employees are expected and evaluated upon it to deliver projects at the user story level, collaborate effectively with team members, and assume responsibility for project implementation. They should be capable of independently designing solutions and resolving any issues that arise during project execution, with projects at higher positions typically involving greater complexity and technological challenges. Given that supervisors are experienced programmers themselves, they are adept at assessing their subordinates' proficiency levels. The company's organizational structure is relatively flat, comprising 10 job levels. The company provides personnel for IT projects both inside and outside. Once a new project is about to open, the system proposes potential leaders who choose their team members (if they do not know adequate personnel, it is again suggested by the system). Different teams frequently collaborate, and subsequent projects often involve similar team compositions. Promotion within the company entails transitioning from code review to reviewing the code of other employees. Employees are expected to mentor individual colleagues initially, then entire teams, and eventually entire departments. They should assist team members in learning new technologies and participate in technical assessments. Most of these elements are evaluated based on the grades from co-workers.

Table 8.
Evaluation criteria for continuous improvement and development

Evaluation Area	Description
Question Asking and Initiative	Proactive questioning is encouraged and influences promotion potential; fewer questions are expected at senior levels.
Question Complexity Handling	Complex questions are routed through the system to appropriate experts for resolution.
Project Responsibility	Taking full responsibility for project implementation and execution.
Solution Design and Problem Solving	Independently designing technical solutions and resolving emerging project issues.
User Story-Level Delivery	Delivering projects based on clearly defined user stories in senior roles.
Cross-Team Collaboration	Frequent collaboration between changing team compositions across projects.
Team Formation and Leadership Selection	System-supported selection of team leaders and members for new IT projects.

Cont. table 8.

Promotion and Mentoring Pathway	Promotion involves transitioning from code contributor to reviewer and team mentor.
Technology Learning Support	Helping teammates learn new technologies and participating in technical evaluations.
Peer-Based Evaluation	Evaluation results based on feedback and grading from coworkers.

Source: own research.

The ninth element of employee evaluation is community building (Table 9). In addition to training sessions and hackathons, employees are expected to actively engage in social events organized and sponsored by the employer. Since this involves day-off projects, the system registers such activities easily. The employee, however, must provide details as to whether they assisted with the planning and execution of these events, took initiative in their creation, and assumed responsibility for their preparation and success. Employees are also tasked with ensuring the satisfaction of participants who are asked for feedback collected by the system. Furthermore, employees are encouraged to stay updated on industry news and attend technology presentations and conferences, with expenses covered by the employer. They are expected to disseminate important information gained from these events and deliver presentations when appropriate. Creating a supportive and collaborative culture is paramount within the company.

Table 9.
Evaluation criteria for community building

Evaluation Area	Description
Participation in Employer-Sponsored Events	Involvement in training sessions, hackathons, and social events organized by the company.
Event Planning and Execution	Helping plan and carry out company-sponsored events.
Initiative and Responsibility	Taking initiative and accepting responsibility for the success of events.
Participant Satisfaction Monitoring	Ensuring participants are satisfied and using system-collected feedback to assess it.
Engagement in Industry Updates	Staying informed about developments in the tech industry.
Conference and Presentation Attendance	Attending technical presentations and conferences paid for by the employer.
Information Sharing and Presenting	Sharing key insights from events and delivering internal presentations when needed.
Fostering Collaborative Culture	Promoting a positive, supportive, and collaborative team culture.

Source: own research.

The last, tenth element of employee evaluation is representing company X externally (Table 10) by promoting its corporate culture, values, assisting in job interviews, and searching for talents that fit the company's culture. Employees, especially in high-level positions, are expected to take part in final job interviews and be responsible for managing the development strategy of people employed in the company.

Table 10.
Evaluation criteria for external representation

Evaluation Area	Description
Promotion of Corporate Culture and Values	Actively representing and promoting the company's culture and core values in external settings.
Participation in Job Interviews	Assisting in recruitment processes by participating in interviews.
Talent Identification and Recruitment Support	Helping identify and attract candidates who align with the company's culture.
Final Interview Involvement	Participating in final-stage interviews, especially for senior employees.
Development Strategy Management	Overseeing and contributing to the development strategy for company personnel.

Source: own research.

5. Summary and final conclusions

The employee evaluation criteria outlined are consistently applied within Company X, serving as fundamental benchmarks for both promotion and ongoing employment. An objective, impartial, and transparent assessment framework allows for a comprehensive evaluation of each employee's contribution to the company's success, facilitating the prompt identification of individuals who fail to meet the employer's expectations. What is important is that it is the employee who provides evidence of their usefulness for the company and personal achievements. However, the management may modify these grades, but this must be done in front of the employee who has the right to defend their grades.

While turnover within the company is not insignificant, it tends to affect only specific individuals. A substantial core of the workforce has remained within the same unit for extended periods, despite potentially lucrative offers elsewhere. This loyalty is attributed to the positive atmosphere cultivated within the company, which fosters employee satisfaction and retention.

In summary, employee evaluation at Company X is based on an information system that retrieves all available data relevant to performance assessment from a data warehouse. This data is then validated first by the employee and subsequently by their supervisor. Such a solution facilitates the process for both employees and managers, as a significant portion of the evaluation is based on documented events that the employee may no longer remember.

Acknowledgements

The article presents the result of the Project no PRW/PPOT/2025/0007 financed from the subsidy granted to the Krakow University of Economics. The publication was financed from the subsidy granted to the Krakow University of Economics - Project nr 059/EFP/2025/POT.

ChatGPT 4.0 and Google Translate were utilized to enhance the quality of specific sentences in the article (find synonyms or analogous sentences).

References

1. Arunmozhi, M., Kiran Kumar, R., Srinivasa, B.A. (2021). Impact of COVID-19 on global supply chain management. In: *Managing supply chain risks and disruptions: Post COVID-19*. New York: Springer, pp. 1-19.
2. Choudhury, P., Foroughi, C., Larson, B. (2021). Work-from-anywhere: The productivity effects of geographic flexibility. *Strategic Management Journal*, *42(4)*, pp. 655-683.
3. Kniffin, K.M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S.P., Bakker, A.B., Bamberger, P., Bapuji, H., Bhave, D.P., Choi, V.K. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, *76(1)*, p. 63.
4. Lewis, S., Cooper, C. (2005). *Work-life integration: Case studies of organizational change*. New York: John Wiley Sons.
5. Madlock, P.E. (2013). The influence of motivational language in the technologically mediated realm of telecommunications. *Human Resource Management Journal*, *23(2)*, pp. 196-210.
6. Marinho, M., Amorim, L., Camara, R., Oliveira, B.R., Sobral, M., Sampaio, S. (2021). Happier and further by going together: The importance of software team behavior during the COVID-19 pandemic. *Technology in Society*, pp. 67-89. Retrieved from: https://doi.org/10.1016/j.techsoc.2021.101799
7. Muszyńska, K., Swacha, J. (2014). Remote work time control tools in IT project management. *Science notebooks*. Szczecin: Studia Informatica / University of Szczecin, pp. 23-45.
8. Naumowicz, K. (2020). Legal basis for controlling employees working remotely. *Work and Social Security*, *5*, pp. 28-35.
9. Ng, P.M.L., Lit, K.K., Cheung, C.T.Y. (2022). Remote work as a new normal? The technology-organization-environment (TOE) context. *Technology in Society*, *70, 102022*. Retrieved from: https://doi.org/https://doi.org/10.1016/j.techsoc.2022.102022
10. Ogbonnaya, C., Valizade, D. (2018). High performance work practices, employee outcomes and organizational performance: a 2-1-2 multilevel mediation analysis. *The International Journal of Human Resource Management*, *29(2)*, pp. 239-259. Retrieved from: https://doi.org/10.1080/09585192.2016.1146320

11. Pokojski, Z., Kister, A., Lipowski, M. (2022). Remote Work Efficiency from the Employers' Perspective—What's Next? *Sustainability*, *14(7)*, pp. 1-16. Retrieved from: https://doi.org/10.3390/su14074220
12. Sullivan, C. (2012). Remote working and work-life balance. In: N. Reilly, M.J. Sirgy, C.A. Gorman (Eds.), *Work and quality of life: Ethical practices in organizations* (pp. 275-290). New York: Springer.
13. Tewari, S., Gujarathi, R., Maduletty, K. (2019). Leadership styles and productivity. *Asian Social Science, 15(4)*, pp. 115-118.
14. Tramontano, C., Grant, C., Clarke, C. (2021). Development and validation of the e-Work Self- Efficacy Scale to assess digital competencies in remote working. *Computers in Human Behavior Reports, 4,* 100129. Retrieved from: https://doi.org/10.1016/ j.chbr.2021.100129
15. Vazquez, I.G., Milasi, S., Gomez, S.C., Napierala, J., Bottcher, N.R., Jonkers, K., Beldarrain, X.G., Pabollet, E.A., Bacigalupo, M., Biagi, F. (2019). *The changing nature of work and skills in the digital age*. Joint Research Center (Seville site).
16. Wang, B., Liu, Y., Qian, J., Parker, S.K. (2021). Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied Psychology, 70(1)*, pp. 16-59.
17. Wood, A.J., Graham, M., Lehdonvirta, V., Hjorth, I. (2019). Good gig, bad gig: autonomy and algorithmic control in the global gig economy. *Work, Employment and Society, 33(1)*, pp. 56-75.
18. Yao, X., Li, X., Zhang, C. (2019). *An experiment of the impacts of workplace configuration on virtual team creativity*. HCI International 2019-Posters: 21st International Conference, HCII 2019, Orlando, FL, USA, July 26-31, 2019, Proceedings, Part III 21, pp. 153-160.