

Global Strategic Human Resource Management Practices and Systems Considerations for Virtual, Remote-Working Employees in COVID-19 Pandemic Era: A Triangulation of Meta-Methods

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Abstract

Virtual organisations have progressively pervaded the world where groups of workers implement boundaryless, concurrent, and cooperative job processes outside physical job environments. This is made possible by internet accessibility; and information, communication, and technology (ICT) which organises and integrates employees' abilities and assets for the sole purpose of achieving the overall organisational goal. Virtual jobs offer fresh management problems in comparison to conventional in-person job habits. Human resource specialists reveal that various managers suffered from deficient capabilities and power during COVID-19 lockdown in comparison to conventional working environment management. A meta-evaluative research was conducted in order to conceptualize an evidence-based synopsis on virtual administration of remote-working employees and propose an applicable conceptual framework. The research utilised sixteen peer-reviewed published articles on management of virtual remote-working employees between 2020 and 2023. The results were able to systematically demonstrate remote working procedures of diverse organizations facilitated by virtual processes and technologies, and strategic human resources management model as well as collaborative methodologies that empowered the peculiar COVID-19 virtual workspaces. Communication, information technology and managerial proficiencies are paramount for managers of employees in such settings. Consequently, a conceptual framework for management of remote-working employees have been designed containing managerial expertise, trainings, ICT and environmental components. Managers are required to have the necessary abilities required to anticipate diverse circumstances and to prepare beforehand activities that counter likely contradictions and disputes. Virtual remote-working groups deliver great prospects; thus, managers should aim to capitalise on its benefits while seeking to minimise its drawbacks.

Keywords: *Remote-Working, Strategic Human Resource Management, Virtual.*

Introduction

Virtual organisations whose mainstay is information, communication, and technology (ICT) system arose in the nineties to meet contemporary marketplace ever-changing demands for global collaborations and flexibility [1]. A virtual organisation is one where all

boundaries are eliminated and comprises of people working outside physical job environments without being tied to a specific office. This is made possible by internet accessibility and information, communication, and technology (ICT) which organises and integrates employees' abilities and assets for the sole purpose of achieving the overall

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organisational goal. Virtual organisations have progressively pervaded the world, with group of workers who implement concurrent and cooperative job processes communicating through information technologies. Thus, virtual groups possess two scopes: that of working together within physically isolated workspaces and interacting with each other using electronic transmission routes [2, 3]. Remote working (also known as telecommuting, distributed work, or flexible work arrangements) is simply defined as a group of virtually located employees with one manager working at different job sites. It is an adaptable job plan where employees work from diverse settings distant from their conventional workplace and are not physically connected with colleagues but capable of communicating with them via technological means [2, 4, 5].

The outburst of COVID-19 pandemic resulted in remote-working to prevent the virus from spreading, which has become a new style of work for numerous employees globally even after the major crisis. Studies have found that about 50 percent of organisations in the European Union became involved in virtual working in comparison to 12 percent before COVID-19 [6, 7.]. Research by [8] on how working from home as a result of COVID-19 affected workers' efficiency, job commitment and worrisome feelings during the pandemic concluded that personal and job-linked elements equally impede and expedite remote-working

throughout the COVID-19 period while self-guidance and independence were definitely connected to efficient and committed remote-working. Additionally, this study revealed deficiency in the capability of managers and human resource personnel to strategically manage human resource virtual teams whom conflicting household-job engagement, societal seclusion likewise disrupting job setting were plausible impediments.

Strategic Human Resource Management

Strategic human resource management (SHRM), which indicates an interface between HRM and strategic management, is the process of comprehending an organisation's strategic positioning, creating, or re-creating organisational strategies, deciding on potential strategic alternatives, and changing strategies to actions. The goal of SHRM is noted as prompting current strategies for the times ahead, likewise, becoming operational means of incorporating and establishing change systems processes. Strategic HRM is primarily aimed at generating organisational capacity through guaranteeing that competent, involved, dedicated and highly ambitious staffs are available for sustaining competitive advantage [9, 10] and its objectives are to: enable an organisation to be purposeful; providing long-term management; and instituting clear-cut objectives for attainment.

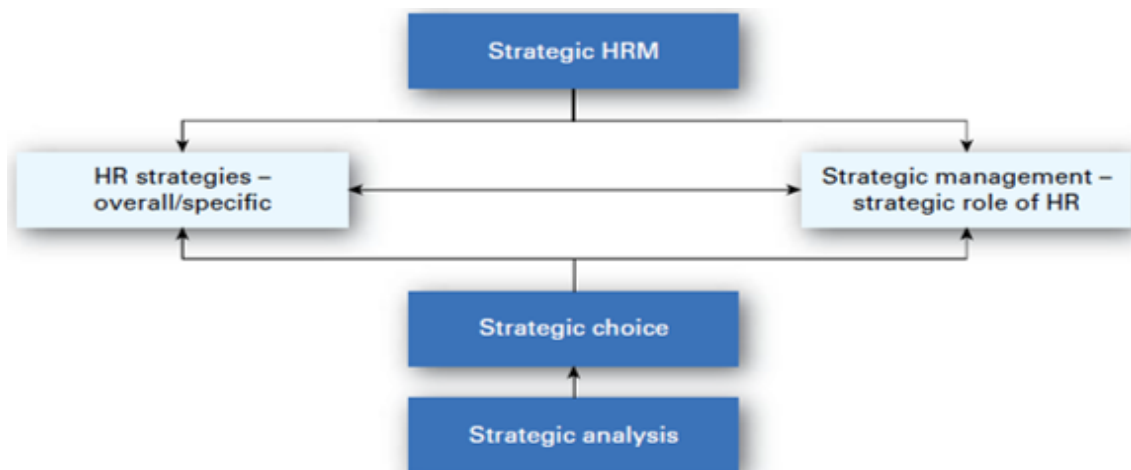


Figure 1. Strategic HRM Model. Source: [10]

SHRM entails employing existing and preferred strategies likewise founding tactical primacies and is basically related to integrating business as well as human resource arrangements which would contribute to accomplishing organisational goals. As indicated in Figure 1, SHRM is mainly focused on incorporating HR functions and policies alongside organisational roles and proposals and does not simply concerns designing projects and creating personal human resource approaches. In a nutshell, SHRM relates to human resource tactics as well as strategically managing HR specialists' actions [10].

This article systematically reviewed publications focusing on management of remote working processes and practices. However, virtual work settings have been depicted as a location that impede trust creation, with challenging authority expression and confusing correspondence as well as requiring self-governance [11]. Thus, virtual groups possess distinctive elements in comparison to conventional workgroups which managers must recognise and accommodate. Consequently, discovering and comprehending the particular social factors and computer-mediated technicalities surrounding management of virtual staffs will increase organisational efficacy as well as help establish an efficient human resource management (HRM) system for enhanced accomplishments [12, 13].

Methodology

This research is both qualitative and quantitative in nature, consisting of a blend of exploratory and descriptive procedures designed to produce conclusive results from data collected and analysed. The research process began with reviewing of relevant literatures to determine vital elements of remote working and SHRM. Thereafter, utilizing keywords likewise systematic review of peer-reviewed research articles of studies conducted between 2020 and 2023 found in Google Scholar, EBSCO Host, Scopus, Emerald and Pro-Quest search engines,

relevant articles published in online journals such as Research Gate, Academia.edu, Elsevier and Springer were collected. Assessment of the articles were done severally via utilizing the critical appraisal skills program (CASP) method which is established upon abstracts, contents, characteristics, scope and findings [14]. The selected publications were methodically scrutinized, fundamental notions that apply to our research question were encoded after which summarization and extraction of the codes was done and the data was analyzed and synthesized.

Research Method

A pioneering mixed method was used for conducting this research., consisting of blending both meta-synthesis and meta-analysis research. Meta-synthesis involves comprehending and recounting matters, fundamental features plus recurrent themes in qualitative research. It blends and incorporates investigations about a particular subject for deriving inclusive, explanatory conclusions and broadens as well as augment findings through appraising an investigation's distinctiveness inside an all-inclusive, informative totality [15, 16]. Meta-synthesis is considered a valuable qualitative analytical technique as it permits combining diverse literatures aimed at additionally contributing to past knowledge that were accomplished within original theoretic and experimental research as well as facilitates development of conceptual frameworks. It aids organizing results via utilizing theoretic viewpoints and identification of groupings as well as strategies, yet preserving original evidence [17, 16]. On the other hand, Meta-analysis refers to scientifically synthesizing quantitative research outcomes. Its goal is summarizing of quantitative statistical outcomes contained within groups of research in order to generalize about a subject matter and arrive at conclusions. It enables comprehension about typical consequences likewise inconsistencies across many investigations, resulting in further

knowledgeable choices regarding vital public matters [18].

Sampling Procedure

A sample is made up of a sub-group, representative of the general populace of consideration. Research is most often done using both convenience and purposive sampling. Convenience sampling denote collecting data of qualified essence from a readily obtainable origin, whereas purposive sampling entails using subjects having fixed features pertinent to research and who meet all specified inclusion and exclusion criteria [19]. The non-Probability sampling method, which is sample selection founded upon subjective judgement [20] comprising of Convenience and Purposive sampling was conducted for this research after creating a sampling frame listing the seven continents in the world. Due to sparse search results that combined the 3 research focus, studies that contained any country out of any of the continents which comes up as either qualitative or quantitative primary research were used. Most search results were either editorials/commentaries or reviews, thus the reason for the type of sampling methods utilized for this study.

Inclusion and Exclusion Criteria

Creating inclusion and exclusion criteria when conducting research is the norm in design of superior research technique. Inclusion criteria denote important attributes about a study group that a researcher employs in answering research questions; whereas exclusion criteria refer to traits in a prospective research group that might affect achievements of a research or elevate the likelihood of getting wrong results. Accurately defining these two criteria is crucial for research design as well as for evaluating ways by which these criteria decisions influence the validity of external outcomes [21]. Other vital generalized inclusion criteria applied include peer-reviewed journals, research conducted within the last 5 years, superior-quality articles relating to staff

development, managerial competency trainings, COVID-19 management of remote-working staffs, and employee experiences about working remotely. Employing these criteria ensured that the meta-synthesis process was strictly narrowed and concentrated. In order to get proper representation of publications to be analyzed, the subsequent inclusion criteria was applied: Studies' uniformity with our research question and focus, HRM quantitative or qualitative primary data gathered from surveys, focus group discussions and in-depth interviews, concise records of research context; explicit explanation about sampling methods, data gathering process and analytical procedures as well as evidences showing how working from home due to COVID-19 affected workers' efficiency and job commitment. Thus, we used just researches that concentrated on SHRM processes related to management of remote-working employees, particularly during the COVID-19 pandemic. This study chose 2020 as initiating year as publications on remote-working heightened in recent times.

Search Engine Explorations

This concerns the identification of research that could be pertinent to meta-synthesis via technical search engines. From the first stage, four vital keywords for the research articles search were identified. These are: Virtual, Strategic Human Resource Management, Remote-working and COVID-19. We utilized the following search engines: Google Scholar, EBSCO Host, Scopus, Emerald and Pro-Quest to gain access to their databases. The preliminary keywords searched were: "Strategic Human Resource Management "AND "COVID-19 Pandemic" OR "COVID-19 Pandemic" AND "Remote Working". The search also included other supplementary keywords such as: e-HRM, qualitative research, quantitative studies, information, communication, and technology (ICT), virtual groups, management, and HRM models. Lastly, our search looked out for published and unpublished works to ensure a fair

balance of wide-ranging literatures. A large volume of publications was chosen for initial review in order to restrict chances of biases [15, 22].

Extraction and Coding of Data

Stage four of the methodology is that of extracting, coding likewise classification of findings from chosen publications. A vital step in contextualizing meta-synthesis and meta-analysis studies is that of deciding validity and reliability of coding structures [16]. Since our research goal was development of a conceptual framework, the contents of selected articles were coded and analyzed based on information regarding challenges associated with remote working and SHRM approaches to management of remote-working employees. An open coding system was utilized for classification of evidence gathered from primary research, particularly from the findings and discussion segments [15, 17], taking into cognisance diverse localities of the studies while developing the open coded listing.

Furthermore, two researchers autonomously and meticulously studied all the articles and documented their findings. Thereafter, these autonomous researchers adhering to determined standards, derived codes for the rest of the publications. Every discrepancy while coding and studying the articles were judiciously noted and fixed after scrutinizing of the article and

dialogue amongst the coders. Using two coders lessened data documentation errors as well as eliminated overlooking of pertinent concepts.

Cross-Article Level Analysis

Assemblage of findings into theoretical groupings resulted in emergence of consistent thematic patterns existing within the gathered data. This procedure boosted the data theoretically and shifted it from article-specific level to a Cross-article level analysis. The casual network scheme was utilized for evaluating the actions, occurrences and aspects that enable or hamper successful management of remote working. This scheme resulted in producing a matrix with a row for each of publications having a corresponding column consisting of summaries of variables groupings emanating from the initial coding step. The matrix supplied a snapshot of variables compendium from which fundamental themes and patterns emerged [15].

Results

Findings from this research are presented in this section. Table 1 represent coded identified remote working factors consisting of enabling and limiting variables; Table 2 represents a row-by-column matrix of meta-evaluative literatures and associated findings codes while Figure 3 is a summary of themes and patterns associated with the identified variables.

Data Collection Procedure



Source: Authors-designed from [15, 16, 17]

Figure 2. Meta-evaluative Data Collection Flowchart

Table 1. Identified Remote Work Enablers and Limiting Factors in Virtual Workspace Management

S/N	Virtual Groups Enabling Variables/Factors	Code	S/N	Challenges/Limiting Factors	Code
1.	Information, Communication and Technology (ICT) System/Tools	A1	1.	Physical Distance between Managers and Remote Working Subordinates	Z1
2.	Physically Isolated Workspaces That Lessen Workplace Conflicts/Social Isolation	A2	2.	Lack of Digital Communication Modes & Work Aptitudes/Virtual Leadership Deficiency	Z2
3.	Consistent, Timely and Transparent Communication/Collaborations.	A3	3.	Not Meeting Timelines to Deliver Results Promptly/ Non-Prioritisation of Time Usage	Z3
4.	Availability of Home-based Virtual Work Infrastructures (electricity, internet)/ Trainings	A4	4.	Lack Of Informal Setting for Exchanging Information and Inspiring, Useful Ideas	Z4
5.	Happy/Satisfied with Remote working (Telecommuting, Hybrid, Staggered Work shifts, Flexible work arrangements, totally remote working)/Convenient/Timesaving/Cost-saving	A5	5.	Staffs' Tendency to Fade Away or Disappear into Virtual Groups.	Z5
6.	Strategic Human Resource Management Components (HR Strategy Policies, Plan & Compensation, Change Management, Efficient Administration, Staff Engagement [Ulrich Model]).	A6	6.	Lack of Physical Collaboration with Colleagues/Socially disconnected	Z6
7.	Managerial Competencies & Decision-making Quickness	A7	7.	Employees' Autonomous/Self-governance Incapabilities	Z7
8.	Communicating Closely with Bosses	A8	8.	Micromanagement Issues/Elevated Managers' Monitoring	Z8
9.	Job Commitment/Responsibility and Motivation	A9	9.	Communication Difficulties (Asynchronous, Complicated & Laborious; Deficient Non-Verbal Communication)	Z9
10.	Flexibility/Adaptability Freedom (Process, Work and Skill)	A10	10.	Problems With Disseminating Implicit Information/Innovative Ideas	Z10
11.	Staff Training and Development & Wellbeing Remote Sessions	A11	11.	Loss Of Trust in Management Overseeing and Assessments	Z11
12.	Psycho-social Support and Empathy from Organization/ Counselling Services	A12	12.	Information/Work Overload	Z12
13.	Autonomy of Remote Workers to Take Initiatives/Self-perceived Coping Capabilities	A13	13.	Social Distancing & Occupational Hazards/Health and Safety Concerns	Z13

14.	Opportunities For Socialising Virtually	A14	14.	Pressure for Organizational (Workspace)/Infrastructural (electricity)/Technological (internet/ ICT) Support at Home	Z14
15.	Decentralizing & Delegating of Control and Authority to Line Managers	A15	15.	Isolation/Loneliness	Z15
16.	Having a Sense of Communal Unity/Teamwork	A16	16.	Difficult Family Dynamics/ Conflicting Home Tasks	Z16
17.	Elevated Tolerance of Errors Between Line Managers and Subordinates and Vice-versa	A17	17.	Poor Housing Condition/Home Unsuitable for Work	Z17
18.	Extended Sleeping Time/Getting Sufficient Sleep	A18	18.	Loss of Managerial Lateral Co-ordination	Z18
19.	Shorter Working Hours (40 Hours or Less)	A19	19.	Invisibility of HR Resources for Line Managers	Z19
20.	Weekly /Regular Virtual Staff Meetings/Teleconferencing/Briefings (Use of Zoom, Skype)	A20	20.	Stalled Performance Development Procedures/ Scarce Feedback/Inability to Assess/Monitor Progress	Z20
21.	Time Management Skill/Achievements of Objectives	A21	21.	Not Enough Crisis Management Information & Expertise	Z21
22.	Healthy Work-Life-Balance/Leisure	A22	22.	Lengthier Work Hours	Z22
23.	Non-occupational Activities/Household Obligations	A23	23.	Imbalance in Staffs' Occupational and Private Lives / Inter-role struggle	Z23
24.	Health & Wellbeing/ Safety Procedures & Equipment Availability (Masks, Sanitizers, etc) /Provision of Activity Tracker to Staffs	A24	24.	Inadequate Sleeping Hours	Z24
25.	Access to Government Funds/Additional Monetary Compensations /Prompt Salary Payment/Job Security	A25	25.	Difficulty Accessing Work-Related Information and Resources	Z25
26.	Continuous, Updated Information about the Pandemic from Employer/ HR Help desk	A26	26.	Mental Ailments/Mental Weariness Emotional Fatigue/Stress/ Burnout/Panic/ Loss of Focus	Z26
27.	Supportive Environment for Employees' Voicing their Apprehensions & Give Feedbacks	A27	27.	Cost Reducing (Forced Leave/Retrenchment Tactics/Salary Reduction) /Workforce Deficiency	Z27
			28.	Physical Overtiredness	Z28
			29.	Enforced e-Presence	Z29
			30.	Formulating Fresh Organizational Protocols and Measures/ Government Regulations	Z30

Source: Authors-designed from [2, 5, 6, 7, 8, 12, 40]

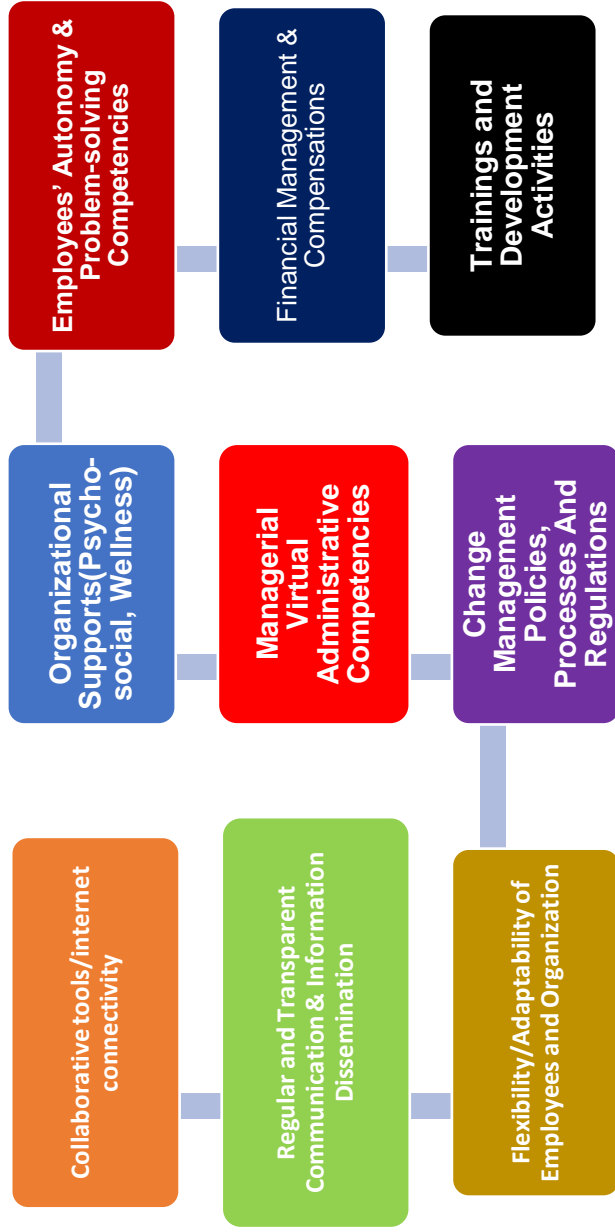
Table 2. Triangulated Meta-Methods Investigation of Virtual Remote Working Variables and Patterns

S/N	Study	Journal Title	Country	Sample Population	Enabling Variables Codes	Limiting Variables Codes
1.	Tanpipat et al, (2021)	[23] Implementing Remote Working Policy in Corporate Offices in Thailand: Strategic Facility Management Perspective. [QUANTITATIVE].	Thailand	Companies (Property & Facility Management, Finance, Architecture, Education. Agriculture, Industrial, Technology). Service Industry	A1, A2, A3, A6, A8, A9	Not Reported
2.	Daniels et al, (2022)	[24] One Size Does NOT Fit All: Understanding Differences in Perceived Organizational Support During the COVID-19 Pandemic. [QUANTITATIVE].	United States	Service Industry	A3, A6, A7, A12, A13, A24, A25, A26, A27	Z13, Z14, Z16
3..	Pasquel Cajias et al, (2023)	[25] Remote Work in Peru During the COVID-19. [QUANTITATIVE].	Peru	Corporations	A3, A5, A9, A10, A12, A13, A16, A21, A22, A25	Z2, Z3, Z6, Z12, Z13, Z14, Z26, Z29
4.	Amano et al, (2021)	[26] Factors Associated with The Work Engagement of Employees Working from Home During The COVID-19 Pandemic in Japan. [QUANTITATIVE]	Japan	Nation-wide, Cross-sectional	A3, A8, A12, A16, A17, A18, A19, A20	Z3, Z16, Z21, Z23, Z24. Z26
5.	Toscano & Salvatore (2020)	[27] Social Isolation and Stress as Predictors of Productivity Perceptions and Remote Work Satisfaction During The COVID-19 Pandemic: The Role of Concern About the Virus in A Moderated Double Mediation. [QUANTITATIVE].	Italy	Nation-wide, Cross-sectional	A3, A5, A13, A14	Z6, Z7, Z13, Z15,
6.	Raišienė et al, (2020)	[28] Working from Home – Who is Happy? A Survey of Lithuania’s Employees During the COVID-19 Quarantine Period. The Virus in A Moderated Double Mediation. [QUANTITATIVE].	Lithuania	Cross-sectional	A3, A9, A11, A13, A21	Z1, Z4, Z6, Z7, Z9, Z10, Z11, Z12, Z16, Z20, Z25

7.	Chu et al, (2022)	[29] Learning from Work-From-Home Issues During The COVID-19 Pandemic: Balance Speaks Louder Than Words. [QUANTITATIVE].	China	Manufacturing, Trades, Hospitality, Real ESTATE, Construction, Education, Health, Finance, Insurance, Transportation.	A1, A2, A4, A5, A10, A19, A22, A23, A25	Z17, Z23, Z26
8.	Matli (2020)	[30] The Changing Work Landscape as a Result of the COVID-19 Pandemic: Insights from Remote Workers Life Situations in South Africa. [QUANTITATIVE].	South Africa	Cross-sectional	A1, A5, Z10, A22, A23, A24	Z1, Z3, Z6, Z12, Z14, Z16, Z17, Z22, Z23, Z26
9.	Elsafy & Ragheb (2020)	[31] The Role of Human Resource Management Towards Employees Retention During COVID-19 Pandemic in Medical Supplies Sector – Egypt. [QUANTITATIVE].	Egypt	Medical Supplies	A3, A6. A12, A22, A24, A25, A26	Not Reported
10.	Akinnubi (2021)	[32] Assessment of Human Resource Management During COVID-19 Pandemic in Private Universities in Kwara State, Nigeria. [QUANTITATIVE].	Nigeria	Tertiary Education	A1, A3, A11, A5, A20. A24, A25	Z27
3.	Minbaeva & Navrbierg (2023)	[33] Strategic Human Resource Management in The Context of Environmental Crises: A COVID-19 Test. [QUALITATIVE].	Denmark	Public Sector & Private Businesses. (Agriculture, Finance, Industrial, Transport, Construction, ICT, Insurance, Real Estate, Education, Leisure).	A1, A3, A4, A6, A7, A9, A10, A11, A12, A13, A14, A15, A16	Z1, Z2, Z4, Z8, Z9, Z12, Z15, Z16, Z17, Z18, Z19, Z20,
12.	Adisa et al, (2022)	[34] Exploring the Impact of COVID-19 on Employees' Boundary Management and Work-Life-Balance. [QUALITATIVE].	United Kingdom	Higher Education (HE) Scholars	A1, A4, A22, A23	Z2, Z5, Z6, Z8, Z12, Z14, Z16, Z22, Z23, Z26, Z28, Z29
13.	Agarwal (2021)	[35] Shattered but Smiling: Human Resource Management and The Wellbeing of Hotel Employees During COVID-19. [QUALITATIVE].	India	Hospitality (Hotel)	A1, A3, A6, A7, A10, A11, A12,	Z11, Z12, Z13, Z14, Z15, Z16, Z17

14.	Messabia et al, (2022).	[36] Managing Restaurants During The COVID-19 Crisis: Innovating to Survive and Prosper. [QUALITATIVE].	Canada	Hospitality SMEs	A1, A4, A6, A7, A10, A16, A22, A25	Z3, Z12, Z13, Z21, Z26, Z27, Z30
15.	Branicki et al, (2022).	[37] Surviving COVID-19: The Role of Human Resource Managers in Shaping Organizational Responses to Societal Paradox. [QUALITATIVE].	Australia	Private, Public and Not-for-profit Sectors	A2, A3, A5, A6, A7, A10, A12, A13, A17, A24	Z1, Z5, Z6, Z8, Z9, Z10, Z11, Z13, Z14, Z15, Z16, Z18, Z20, Z22, Z23, Z25, Z26, Z27
16.	Nutsubidze & Schmidt (2021)	[38] Rethinking the Role of HRM During COVID-19 Pandemic Era: Case of Kuwait. Review of Socio-Economic Perspective. [QUALITATIVE].	Kuwait	Government and Private Organizations (HR Professionals)	A3, A4, A6, A9, A11, A12, A20, A24, A26, A27	Z2, Z3, Z9, Z10, Z20, Z21, Z26, Z27, Z30

Source: Authors-designed [from Meta-evaluative Researched Articles].



Source: Authors-designed [from Research Results]

Figure 3. Thematic Patterns from Finding

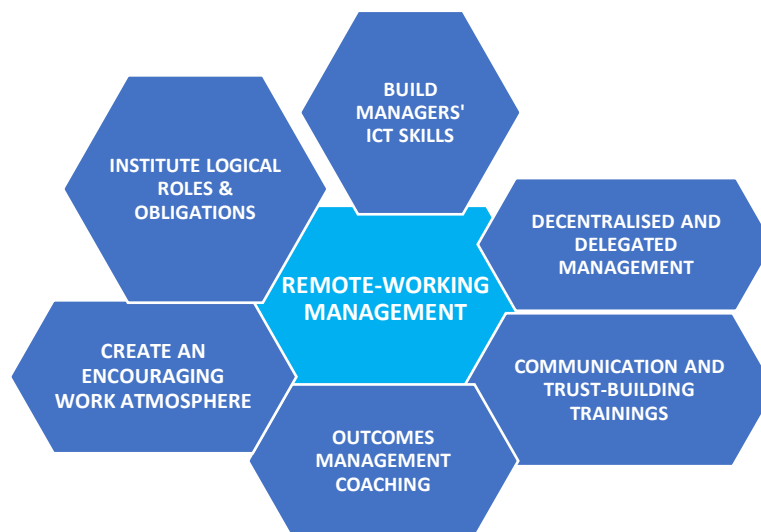
Results and Discussion

Six qualitative primary research (In-depth Interviews and Focus Group Discussions) were triangulated with ten quantitative primary research (surveys using questionnaire) in our meta-evaluative study. Results showed that numerous limiting factors of remote working during COVID-19 abounded, outweighing the enablers in 4 of the studied countries. Most important amongst those challenges were employees' lack of ICT skills, achieving a healthy work-life balance as well as inadequate remote workers' management competencies amongst HR managers mainly due to abruptness of the situation and lack of crisis management abilities. There was moderate level of SHRM implemented during the lockdown with 50% of journals researched mentioning that as a strategy employed. Studies conducted by researchers

have confirmed that administrators are battling with efficient managing of employees who work remotely, resulting in numerous staffs experiencing distrust and micromanagement, and the demand for urgently developing the competencies of managers concerning managing employees during such critical period [39, 40]. Thus, managing remote-working virtual workers effectively constitute a major opportunity which could provide a competitive advantage for sustaining and improving organizational accomplishments.

Proposed Conceptual Framework

Based on the literature reviewed and research results, the conceptual framework below is being proposed to improve the systems for managing remote-working virtual employees and enhancing the prospective gains of a well-designed virtual workspace:



Source: Authors-designed [9, 10]

Figure 4. Remote-working Management Conceptual Framework for Managers

Conclusion

Current outworking studies have produced evidence supporting our research that proves how virtual work could be additionally valuable when compared to conventional office work as the gains results mostly from how further autonomous remote employees become. Where staffs' independence is reduced and higher

micromanaged practices exist, remote-working advantages has a lower probability of occurrence. Therefore, virtual administrators must comprehend the necessary job designs required for facilitating efficient virtual work. Also, evidence prove that remote working has come to stay post-COVID pandemic [40]. Consequently, managers ought to develop innovative delegation and enabling competences

in order to give virtual employees more independence in deciding the appropriate methodologies and time for carrying out their duties as this would enhance staffs' enthusiasm, performances and wellbeing. Lastly, since virtual jobs demands autonomy and flexibility alongside solid self-inspiration and enthusiasm, managers ought to have the ability to aptly determine and decide if an individual has the suitability to work in a virtual group and likewise recognise the individual peculiarities to address when creating work groups.

Limitations

Discussing about limitations encountered during the meta-evaluative procedure is a central aspect of the meta-methods research design [16]. Constraints of this research process where generalization can only be made to organizations whose staffs worked from home during the COVID-19 pandemic due to the sampling types utilized; and insufficient literatures of primary researches that combine the three aspects of SHRM, Remote working and COVID-19. This is understandable as COVID-19 is an emergent issue. Nevertheless, we conducted extensive

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wide-ranging searches on many search engines to make sure that we make the most of readily available publications within all the continents (excluding Antarctica where no one lives) to make it a truly global study. This gives us confidence that our innovative, one-of-a-kind research and conclusions would contribute to knowledge and applications about SHRM of remote working in this post COVID-19 era.

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Conflict of Interest Statement

The Authors declare that there is no conflict of interest financially or otherwise in the conduct of this research.

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