Management of Public Sector Employee Engagement During the COVID-19 Era: Implications for Policies, Practices and Training Needs

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Abstract

Due to the COVID-19 pandemic in 2019/2020, employees worldwide started the working from home (WFH) job pattern which required public sector organizational leaders to deal with problems arising from management of remote working staffs that were overwhelmed with trying to place a dividing line between their jobs and place of residence alongside learning new skills. This study is a descriptive, analytical, and explanatory cross-sectional survey utilizing both qualitative and quantitative data to determine the policies and processes that existed in State public sector organizations for the management of employees during an emergency such as COVID-19 that required remote working as well as their training requirements. Fifty-four public sector organizations participated in the study. Data collected from 54 in-depth interviews of organizational heads and questionnaire administered to 50 human resource managers revealed that availability of WFH policies and guidelines is significantly associated with self-confidence to engage employees remotely. Factors like availability of resources, ICT proficiency, flexibility, work-life balance, virtual platforms, and project management tools proficiencies influence effectiveness of engaging remote work in the public sector. This study revealed that 64% of public sector administrators require additional trainings for effective staff engagement. When organizational executives and HR managers successfully practice employee engagement, staff are enabled to create personal schedules that balance their jobs and lifestyle in the novel post-COVID-19 WFH realities. Such practices are likewise advantageous to organizations as staffs WFH would experience improved health and productivity thus lessening expenses associated with absenteeism and staff turnovers as well as augmenting corporate advancements.

Keywords: Employee Engagement, SHRM Policies, WFH, COVID-19.

Introduction

The topical global coronavirus (COVID-19) pandemic which started in 2019 in China led to extreme economic recession where every country enforced complete lockdown, prohibition of unimportant travels likewise shutdown of businesses. These stringent controls resulted in problematic working situations and challenges with conventional modes of work which led numerous organizations to decide on flexible working procedures and implementation of the 'working from home' (WFH) pattern in order to lessen the spreading of the virus and financial loss. Thus, the COVID-19 crisis speedily promoted the WFH which even post-COVID-19 has now become the 'new normal' way of work. Nevertheless, the WFH system came with its own accompanying consequences such as employees' deficient virtual working skills, inadequate communication aptitudes as well as information, communication, and

technology (ICT) difficulties. Managers and human resource (HR) professionals were abruptly faced with managing their subordinates without the necessary skills for managing the activities and performances of virtual, remote working staff. Virtual networking was problematic which resulted in mental apprehension and trauma as face-to-face dialogue and social interactions were limited. Family lives were disrupted as employees struggled to achieve a healthy work-life balance leading to family conflicts. Similarly, the lack of space specially dedicated to office work was difficult to carve out in homes alongside the issues of storage and ensuring confidentiality of official information. Upholding and maintaining organizational culture were equally difficult with remote working [1-3].

The above-listed remote work issues all had strategic human resource management (SHRM) implications for HR departments as managers and HR professionals had to devise inventive managerial techniques (policies and procedures) that were temporarily operative for improving staff flexible working whilst striving to efficiently manage the WFH impacts. The COVID-19 catastrophe forced human resource practitioners to reconsider likewise refine their job description in order to adjust to contemporary working modes. Similarly, the current post-COVID-19 period necessitates the formulation of long-term strategies for managing remote working employees as this work pattern has come to stay [1, 4]. Although the prolonged effects of COVID-19 remain unidentified, it is assumed that potential chances of such crisis occurrence are high and certain. As such, organizational management and human resource professionals must think ahead in view of the fresh realities of working from home in order to device meaningful ways of ensuring employee engagements and wellness [5].

Human resource management in public sector organizations is more challenging due to the fact that public sector organizational structures are known to be highly changeable and their resources highly limited, thus requiring added specific strategic HRM engagement approaches, both administratively and politically [6,7]. Employee engagement denotes the degree to which workers are passionate and committed to their jobs. An employee who engages positively with an organization works hard to enable the achievement of organizational tasks likewise promotes strategic goals which can lead to enhanced productivity as well as a flourished well-being. Employee engagement became an extremely key priority during the COVID-19 lockdown which led to managers and human resource professionals continually devising inventive and efficient ways of engaging their employees throughout that critical period [8, 9].

This article presents the results of a primary research conducted among public sector employees to appraise the SHRM provisions in place during the COVID-19 period for facilitating working from home as well as the employee engagement processes initiated by public sector administrators during that period, with the aim of determining gaps and recommending best practices for management of public sector remote workers.

This study conducted a situational analysis of remote-working resultant from COVID-19 in Nigerian Public Sector Organizations towards determining the SHRM competencies of public sector executives and human resource (HR) managers for managing virtual remote workers.

The specific objectives of undertaking this study are to:

1. Analyse the SHRM philosophies of public sector organizations regarding management of its remote working human capital.
2. Evaluate the public sector organisational processes of SHRM in place towards managing remote working staffs.
3. Appraise public sector organisational SHRM programmes in place towards managing remote working staffs.
4. Establish current SHRM training and development practices for public sector executives regarding remote working.

5. Determine the factors that influence virtual remote-working at the public sector organizational level.

Research Questions

1. What are the HRM philosophies of public sector organizations regarding management of its remote working human capital?
2. What are public sector organizational HRM processes in place towards managing remote working staffs?
3. What are public sector organizational HRM programmes in place towards managing remote working staffs?
4. What are the current SHRM training and development practices for public sector executives and HR managers regarding remote working management?
5. What are the factors that influence virtual remote-working in the public sector?

The main variables in this study are independent environmental variables such as social, institutional, and political factors while the dependent variable is SHRM implementation of virtual remote working human capital development in the public sector organizations.

Review of Literatures

Human resource management (HRM) is recognized to be amongst the extremely dynamic aspects of competitive advantage as it utilizes inimitable organizational resources for generating profits and achieving corporate goals. Human resources are claimed to be a beneficial capital due to their ability to provide viable productiveness in the corporate world and engaging them positively via procedures such as providing incentives, skill enhancement, and learning opportunities can inspire long-term employments [10, 11]. Strategic human resource management (SHRM), which is a further definite mode of persons management developed from the conventional HRM speciality, is defined as a sequence of human resource actions and arrangements intended for achieving organizational goals and objectives.

SHRM links HR to strategic aims and purposes to enhance employee performances, nurture inventiveness, likewise advance corporate culture, and accomplishments. Utilizing SHRM techniques tremendously improves vital fiscal and non-fiscal organizational achievements [12, 13]. Topmost identified SHRM actions comprise having: an efficient communication network, collaborative work design, flexible labour force, quality improvement procedures, staff enablement as well as developing of capacity [14, 10].

COVID-19 pandemic produced a highly challenged work setting for human resource professionals and managers to handle since they were required to swiftly step into unfamiliar terrain of remote working without any warning and took on the responsibility of aiding employees to adjust to new work policies and procedures [15]. Numerous applied instances highlight the ways that human resource managers developed tactics meant for overcoming the COVID-19 pandemic drawbacks. Such approaches include innovative online training contents and procedure; improvement of employee digital aptitudes; motivational maintenance means likewise reduction of emotional trauma. It is expected that these measures improved the performances and capability of staff for long-term supporting of organisational achievements as the WFH pattern has come to stay post-COVID-19 [16, 17]. With the COVID-19 pandemic disrupting worldwide economic activities likewise commercial ventures and service organizations in 2019/2020, human resources management became a core activity. Now that the world is recovering from the aftermath of the catastrophe, SHRM is further critical to organizational salvage and progress as adaptation to new ways of working and flexibility in job environments is crucial for the contemporary labour force [18].

The public sector denotes organizations possessed by, likewise funded via governmental means, whose key stakeholders comprises legislators and the general populace. The main

aim of such entities is creation of value for residential populations. The public sector constitutes the principal employer of workforces in majority of countries and are saddled with providing vital significant services (for instance, educational, healthcare, housing, transports, etc). However, experiential evidence demonstrates that implementing general SHRM techniques is not suitable in public sector organizations as a result of diverseness of services kinds offered likewise workforce multiplicity and equally accountability of civic spendings [19, 20]. Public sector executives and managers stated some worries and averseness about remote working during the COVID-19 pandemic. The Society for Human Resource Management [21] demonstrated that this arose from the great challenges experienced in monitoring and oversight of subordinates as WFH disallows direct or side-by-side interactions and overseeing. WFH equally confronted public sector management with sporadic manager-employee communication alongside guidance and incentive challenges [22].

Employee Engagement

Contemporary organizations and human resource managers regularly devise creative and resourceful ways of engaging employees WFH, particularly during critical periods such as that of the COVID-19 pandemic and also post-COVID-19. Employee engagement refers to a job-related attribute which ensures that every organizational staff offers excellent services and is dedicated to organizational objectives and culture. WFH made managerial directing and reaching decisions challenging which resulted in difficulties in staff engagement. Employee engagement inspires enthusiastic physical, emotional likewise intellectual passion, and spirited devotion aimed at achieving organizational and personal goals likewise productivity. Furthermore, it forecasts wellness, improved lifestyle contentment, and retaining of staff as well as lessened turnover intents [23, 24,

25]. A methodical literature review conducted by [26] revealed that providing psychological attention and flexibility are the highly chosen strategies for enhancing employee engagement. Similarly, developing competencies, showing empathy as well as guiding expectancies aided work engagement.

The corporate arena has changed post-COVID-19 and with WFH becoming the new normal, HR professionals are required to continually evolve inventive, imaginative likewise efficient means of engaging employees for improved performances. For employee engagement to be successful, the following characteristics must be exhibited by organizational executives and HR managers: transformational leadership and innovativeness; emotional intelligence; understanding reasons behind work-family conflicts, improving autonomy as well as required skills; corporate social responsibility (CSR) actions; a sense of self-worth, job crafting, confidence; teamwork; flexibility; positivity; commitment to staffs security and psycho-social plus physical wellness; and good rapport between management and employees [27, 28, 29]. Personnel engagement is facilitated by observed management support, high-quality interior communication, and technological investments likewise HR advancement strategies such as training prospects, professional growth chances, and enhanced performance evaluation [30, 31].

Remote Working Policies and Practices in Employee Engagement

Human resource practitioners have acknowledged difficulties with engaging staffs, and studies reveal that limited workforce engagement can lead to disinterest in present job positions or fear about job loss on the part of the staffs. Furthermore, fulfilment at work have been positively linked to employee engagement [32, 33]. Management is crucial throughout critical periods and organizational executives must be highly visible during such periods and afterwards, to instil trust in employees and

adequately engage them. Due to the adverse effects of WFH on psychological well-being, mental health facilities alongside supplementary compensation benefits as well as a reasonable, harmonized salary structure can be provided to promote employee engagement and motivation during tough times [26, 34].

Policies recommended for the achievement of enhanced staff engagement, and effective performance especially during challenging periods that require WFH are:
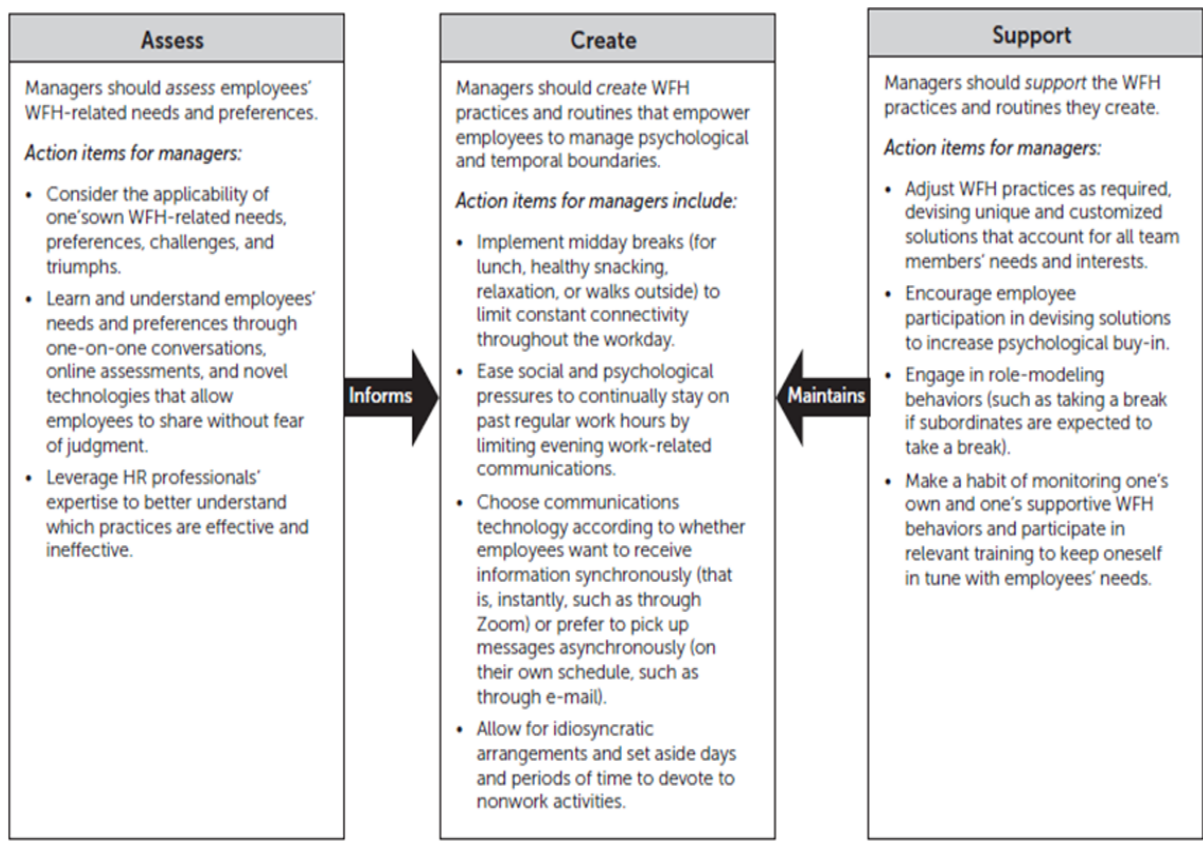
1. Concentrate on fundamental ethics and values.
2. Be clearly supportive of employees.
3. Request for staffs' feedback and sharing of information.
4. Open and honest communication between organizational management and staffs
5. Commitment to staffs' wellbeing and engagement [35, 36].

Contemporary organizations are required to stay vigilant likewise adapt quickly to unpredicted crises such as the COVID-19 pandemic that created heightened uncertainties within global labour forces, posing great and instantaneous perils to states and international economies. This necessitates managers and human resource professionals to discover fresh solutions for navigating the changed work settings of working from home (WFH) and helping employees to adjust and be engaged in the new job environment. [37] enumerated the following as signs of deficient employee engagement: disenchantment and indifference with work; monotony; negligence; wastefulness; non-accountability; diminished viability and outputs; increased absence from work; amplified staff resignation; unresolved challenges and delayed or sluggish organizational accomplishments regardless of huge fiscal and capital investments.

According to [38], remote working delivers several advantages for organizations and staff; however, studies have also shown that work performances decline, job contentment reduction likewise household-linked difficulties

ensue with striving to achieve a balance in management of work-life borderline. Consequently, these authors designed a management-based schematic representation called the 'Assess-Create-Support Framework' **(See Figure 1)** that offers administrators practical guides for efficiently addressing their staff's work-life balance boundaries demands and likewise resolve difficulties encountered when working from home. This schema is intended to assist organizational executives and HR practitioners with the management of psycho-social tensions that arise from WFH and enable creation of a more structured daily schedule both throughout and post-COVID-19 pandemic.

Studies have suggested that due to the extensive likewise manifold managerial tasks executed by organizational executives and HR managers, there might be a case of inadequate consciousness about employee work-life balancing demands on their part and thus offer assistance based on personal experiences. Thus, administrators can use this framework to implement practices that deliver objective conciliation amongst their staffs' varied work-home border choices as WFH practices should be continually and creatively adjusted to enhance outcomes that guarantee the heightened wellness of all staffs [39, 40]. Successful organizational policies meant to boost employee wellness are contingent upon 2 main aspects: the extent of management as decision-makers and protectors being able to execute their policies; and the extent of policy execution meeting staffs' demands. The 'Assess-Create-Support' framework aims to address these two aspects. Through the application of the Assess-Create-Support Framework, organizational executives and managers could promote WFH guidelines and strategies to permit their collaborating with staffs for establishing personalized psychologic likewise time-bound limits thus providing staffs with combined arrangements and flexible workings required for enhanced job and household performances [41, 42].

Assess	Create	Support
Managers should *assess* employees' WFH-related needs and preferences.	Managers should *create* WFH practices and routines that empower employees to manage psychological and temporal boundaries.	Managers should *support* the WFH practices and routines they create.
Action items for managers:	*Action items for managers include:*	*Action items for managers:*
• Consider the applicability of one's own WFH-related needs, preferences, challenges, and triumphs. • Learn and understand employees' needs and preferences through one-on-one conversations, online assessments, and novel technologies that allow employees to share without fear of judgment. • Leverage HR professionals' expertise to better understand which practices are effective and ineffective.	• Implement midday breaks (for lunch, healthy snacking, relaxation, or walks outside) to limit constant connectivity throughout the workday. • Ease social and psychological pressures to continually stay on past regular work hours by limiting evening work-related communications. • Choose communications technology according to whether employees want to receive information synchronously (that is, instantly, such as through Zoom) or prefer to pick up messages asynchronously (on their own schedule, such as through e-mail). • Allow for idiosyncratic arrangements and set aside days and periods of time to devote to nonwork activities.	• Adjust WFH practices as required, devising unique and customized solutions that account for all team members' needs and interests. • Encourage employee participation in devising solutions to increase psychological buy-in. • Engage in role-modeling behaviors (such as taking a break if subordinates are expected to take a break). • Make a habit of monitoring one's own and one's supportive WFH behaviors and participate in relevant training to keep oneself in tune with employees' needs.

Informs → ← *Maintains*

Figure 1. The WFH Assess-Create-Support Schema. Source: [38].

Study Relevance

The COVID-19 pandemic gave public executives and managers unparalleled problems as to how to safeguard employee wellbeing and guarantee their engagement alongside provision of civic facilities. Even though public sector human resource management is vital in ordinary circumstances, it is especially demanding in periods of crisis such as occurred during the coronavirus pandemic and in case of future unforeseen global emergencies. Such situations require administrators to devise strategic policies and processes for protecting staff wellbeing as well as complying with fresh regulations [43, 44].

In Nigeria, the public sector consists of Ministries, Departments and Agencies (MDAs), and has the responsibility and role of executing governmental policies and programs. The public sector management have to develop tactics that resourcefully and effectively direct MDAs, generate political backing, maintain organizational competences likewise integrity, and source for required funds. Efficiency within the public sector in Nigeria relies upon successful staffs' engagement and leadership without which there will be heightened staff turnover as well as diminished efficacy and organizational outputs. Hence, awareness about engagement of public sector workers is highly relevant to determine limitations and recommend to executives and HR managers policies and best practices that can successfully enhance enthusiasm, productiveness and retaining of employees [45]. Matters or problems affecting government's capability of providing amenities or facilities demand added investigation [44]. Consequently, this study explored public sector executives and human resource managers' experiences and problems alongside impediments associated with implementing SHRM processes and policies during the COVID-19 pandemic. Conducting experiential studies about organizational engagements of their employees during disasters

such as the COVID-19 pandemic is highly relevant since a thirty-eight percent chance of such occurrence has been projected during an individual's life. Studies have also projected that approximately 3 times multiplication of overwhelming epidemics will develop every year during the next ten years. Consequently, determining and analyzing such data can support staff engagement ingenuities during comparable crisis. Furthermore, such discoveries can facilitate best HR practices in the current, novel WFH pattern to enable maintenance of employee engagement at an advanced degree that could lead to augmented dedication, wellness likewise enhanced organizational achievements [46, 47, 48, 49]. Results from this study is intended to furnish the public sector management with knowledge on how to deal with employee engagement and management in the post-COVID-19 era which has the working from home (WFH) pattern as the "new normal" way of working, and in the event of unpredictable future catastrophes.

Methods and Procedures

Sampling Frame

This comprises the whole executives and human resource directors/managers of the state-level public sector ministries, departments, agencies (MDAs) and parastatals in Osun State, Nigeria. The state public sector secretariat is located in Osogbo and consists of 25 ministries/departments, and 29 agencies (MDAs) and parastatals. The sample were the executives and management employees chosen from the 54 public sector organizations in the State [50].

Research Design

The research is a population survey with a mixed-method design blending both quantitative and qualitative research. It is a descriptive, analytical, and explanatory cross sectional survey intended to provide answers to the research questions.

Research Technique

The research procedures for this research were:

Questionnaire: This technique entails asking survey participants to individually answer an identical collection of questions in a predetermined fashion. The copies of questionnaire were administered to 50 available HR managers in the public sector.

Semi-structured interview: This involves interviewing survey participants guided by pre-set questions. Fifty-four MDA and parastatals executive were interviewed for this study.

Results

This section will present responses from public sector organizational executives and HR managers on management and engagement of employees during the COVID-19 pandemic as well as their general viewpoints about remote working in their various work departments. These will be thematically analysed under the following sub-headings: SHRM philosophies of remote working in the public sector; Availability and knowledge of WFH policies in the public sector; Factors influencing employee engagement remote work practices; Employee engagement challenges during COVID-19 pandemic; Skill gaps; and Training needs.

A. SHRM Philosophies of Remote Working in the Public Sector

Remote working is strategically viewed as being advantageous by the studied public sector organizations for the following reasons: flexible work hours, improved performance, customized work environment, improved employee retention rates as well as better physical and mental health. However, disadvantages mentioned include miscommunications, limited access to networking events, data security and privacy issues, lack of connection with colleagues and isolation leading to lowered morale, hindering development of innovative solutions, difficulty in onboarding new employees, and blurred work-life boundaries.

B. Availability and Knowledge of WFH Policies in the Public Sector

Questionnaire administered during the survey revealed information about knowledge on availability of COVID-19 workplace policies and guideline documents in public sector organizations as well as their review by public sector executives and HR managers. Findings demonstrated that nineteen (38%) respondents know of the policy document existence while the same number have read the guidelines on remote working. However, only 16 respondents (32%) have the self-confidence to implement its content.

Table 1. Availability and Review of Policy and Guideline on Remote/Hybrid Working

Availability of Remote/Hybrid Working Policy or Guidelines			Read and Reviewed Policy and Guidelines on Remote/Hybrid Working			Perception of Self-confidence to Work Effectively from Home		
Availability	Frequency	%	Availability	Frequency	%	Response	Frequency	%
Yes	19	38	Yes	19	38	Yes	16	32
No	23	46	No	31	62	No	11	22
Not Sure	8	16				Not Sure	23	46
Total	50	100	Total	50	100	Total	50	100

Source: Authors' Field Survey, 2023

For public sector organizational management to effectively engage remote workers, they must read the policy documents and be self-confident about implementing the contents. This study revealed a significant association (($p < 0.05$) between review of WFH policies and guidelines and gender of respondents (See Table 2).

Table 2. Association Between Review of WFH Policies and Gender

Read/reviewed MDAs policy and guidelines on remote/hybrid work		Value	df	Asymp. Sig (2-sided)
Female	Pearson chi square	20.773	4	0.000
	Likelihood ratio	13.935	4	0.008
	Linear by linear association	9.823	1	0.002
	N or valid cases	19		
Male	Pearson chi square	8.873	4	0.064
	Likelihood ratio	8.348	4	0.080
	Linear by linear association	0.129	1	0.720
	N or valid cases	31		
Total	Pearson chi square	31.990	4	0.000
	Likelihood ratio	35.110	4	0.000
	Linear by linear association	20.448	1	0.000
	N or valid cases	50		

Source: Authors' Field Survey, 2023.

C. Factors Influencing Employee Engagement Remote Work Practices

Responses from the in-depth interview responses regarding factors that influenced engagement of remote workers during the COVID-19 pandemic include: Effective communication; Access to resources; Flexible work hours; Regular feedback; Goal Alignment; Leadership; Trust; Clear expectations: Collaborative culture; Training and support; Work-life balance support; Emphasis on Results;

and Recognition and appreciation. Regarding resources needed for successful remote working, the questionnaire respondents mentioned the following: Technological tools training (80%); Laptop/Desktop provision (66%); Internet connectivity (66%); Technical support for teleconferencing apps installation on computers and smartphones (72%); Flexible work hours/days (60%); Ergonomic work chairs and tables (74%); Money to supplement electricity/fuel cost (72%); and additional fund for phone calls, messaging and internet bundles (72%).

D. Employee Engagement Challenges During COVID-19 Pandemic

The in-depth interview respondents stated communication breakdown, employee isolation (leading to decreased morale), mental health issues/concerns, lack of access to necessary resources/equipment, technology or technical challenges, changing regulations and policies, employees' difficulties separating work from personal life and less effectiveness of remote onboarding and training programmes as the major issues encountered with engaging employees during the COVID-19 pandemic. Fifty-eight percent (58%) of questionnaire-administered participants lack the necessary equipment and ICT tools for engaging WFH staffs successfully.

E. Skill Gaps

According to the organizational executives interviewed, the following deficient competencies were required for effective management and engagement of remote workers during the COVID-19 pandemic: Cultural competency, Team Building, Training and Development Skills, Result-Oriented Leadership, Technical/ Technological Proficiency, and Time Management Skills.

F. Post COVID-19 Training Needs

Sixty-four percent of the public sector administrators and HR managers require added trainings for effective staff engagement.

Comprehensive trainings in the ensuing areas is essential, amongst others: Cybersecurity awareness/best practices; Digital literacy/proficiency, Proficiency in communication tools usage; Change management and Adaptability strategies; Recognizing stress, burnout and mental health issues and wellbeing support competency; Team building; Employee engagement; Inclusive leadership; Remote work policies, legalities, obligations and compliance standards; Effective written and verbal communication skills; Technology proficiency; Specialized training on fair and effective performance evaluation for remote employees; and Proficiency in virtual collaborative platforms.

Discussion

Applied data credibly reveals SHRM supplementary worth in enhancing organizational efficiencies resulting in improved outputs, increased viability, and managerial legacy. Preliminary results from public sector investigations also indicate that SHRM influences employee impetus likewise organizational achievement positively. Nevertheless, SHRM studies have mostly focused and depended on private sectors statistics [19]. Hence, this study intended to amend the disparity through viewing SHRM within the public sector perspective.

SHRM Philosophies of Remote Working in the Public Sector

Investigations by [38] highlighted the positive effects of WFH. However, [1] and [26] summarized the negative consequences of WFH. These studies all corroborate our findings on philosophies about public sector remote work.

Availability and Knowledge of WFH Policies in the Public Sector

Our study revealed the existence of remote working policies in the public sector during the COVID-19 pandemic. However, [52] recommends redesigning of long-term policies that inspire civic workers to engage with

organizational goals since current designs of traditional staff support systems could prove unproductive with the current WFH pattern.

Factors Influencing Employee Engagement Remote Work Practices

According to [8, 9, 31], Staff engagement is enabled via a supportive management team, flexibility, enhanced interior communication, and technology as well as SHRM improvement approaches like trainings, wellbeing prospects, and improved performance evaluation. Our findings revealed these factors too alongside others like access to resources, emphasis on results, and recognizing the efforts of remote workers.

Skill Gaps

During the COVID-19 pandemic, administrators and human resource (HR) professionals were faced with managing their subordinates without the necessary skills such as ICT proficiency, virtual collaboration aptitudes, and communication skills required to engage virtual, remote working staff [1, 4]. Our study was able to identify those skill gaps which are highly significant in view of the 'new normal' WFH pattern.

Employee Engagement Challenges During COVID-19 Pandemic

The COVID-19 pandemic generated a highly difficult work situation for engagement of the workforce by human resource professionals and managers [15, 43] as likewise mentioned by our research participants who were required to swiftly step into unfamiliar terrain of remote working without any notice.

Training Needs

In view of the ever-emerging global crisis and emergencies, investigative data from a United States survey have suggested that public sectors HR practitioners comprehend how to engage employees during critical periods via SHRM activities like trainings and professional development likewise adaptation and salvaging strategies [44]. Consequently, our study identified numerous post-COVID-19 training requirements of public sector organizational leaders and HR managers for whom adequate trainings programmes can result in high effectiveness likewise efficient public service.

Conclusion and Recommendations

According to [51], HR professionals are necessitated to review organizational employee engagement approaches from a fresh viewpoint for ensuring that staffs are kept inspired post-COVID-19 pandemic. SHRM strategies alongside corporate culture should be incorporated into post-COVID-19 employee engagement [1]. Engaging employees ought to be supplemented via providing opportunities' possibilities likewise creating favourable settings that enable the expression of flairs, ingenuities, originalities likewise freshly possessed experiences, information, and proficiencies [45]. The concepts behind the [53] person-environment (P-E) fit model should also be considered as employees continue to work remotely post-COVID-19. This model highlights the importance of making sure that individuals have the right attributes that can enable them to WFH efficiently as remote working may not be suitable for all personalities.

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Conflict of Interest Statement

The Authors declare no conflict of interest financially or whatsoever during this study implementation.

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