

UNIVERSITY OF ECONOMICS AND MANAGEMENT

Nárožní 2600/9a, 158 00 Praha 5

FINAL THESIS



MASTER OF BUSINESS ADMINISTRATION

University of Economics and Management

study@vsem.cz / www.vsem.cz

UNIVERSITY OF ECONOMICS AND MANAGEMENT

Nárožní 2600/9a, 158 00 Praha 5

TITLE OF FINAL THESIS

Virtual/web-enabled Human Resource Management:
Impact on Remote teams' Reliability and Retention rates

DATE OF GRADUATION AND FINAL THESIS DEFENCE (MONTH/YEAR)

01 December 2021 and January 2022

NAME AND SURNAME OF THE STUDENT/ STUDY GROUP

Aimeé Hermida / Master of Business Administration (MBA)

NAME OF THE SUPERVISOR

doc. Ing. Lucie Depoo, Ph.D.

STUDENT'S DECLARATION

I declare that this Diploma thesis is my own work, and the bibliography contains all the literature that I have referred to in writing of the thesis.

I am aware of the fact that this work will be published in accordance with the §47b of the Higher Education Act, and I agree with that publication, regardless of the result of the defended thesis.

I declare that the information I used in the thesis come from legitimate sources, i.e., in particular that it is not subject to state, professional or business secrets or other confidential sources, which I wouldn't have the rights to use or publish.

Date and Place: 10 May 2021 at Dubai, United Arab Emirates

ACKNOWLEDGEMENT

I would like to thank my thesis supervisor doc. Ing. Lucie Depoo, Ph.D. from VŠEM - Vysoká škola ekonomie a management, for her dedicated support and expert guidance.

I would also like to thank my husband, Martín, for his ongoing patience, love and support that helped make this possible.

SUMMARY

1. Main objective:

The study's aim was to investigate the impact of virtual/web-enabled human resource management techniques on remote teams' reliability and retention rates and formulate recommendations for practice on the choice of appropriate VHRM strategies that companies should employ in order to ensure effective and reliable virtual teams.

2. Research methods:

The study targeted primary data and employed a mixed-method approach as data was both quantitative and qualitative. Exploratory qualitative research design was employed using semi-structured oral interviews and a purposive sampling approach. A sample of 25 individuals were interviewed who were working professionals who have been involved in VTs in their organizations, or who have dealt with HRM team virtually during the COVID-19 pandemic. Interviews consisted of 22 questions, most of which were structured, and conducted online via Microsoft Teams software. Self-administered survey questionnaires were employed using Cochran's formula for determining the ideal sample size. Survey comprises of four main categories. A random population was invited to answer the survey through an online survey platform, Qualtrics survey mailer software, and 323 survey responses were received. All quantitative data was analysed by SPSS to generate descriptive statistics, and all qualitative data was analysed using thematic analysis.

3. Result of research:

The current research findings have revealed that the implementation of the VHRM has led to high productivity, reliability, and retention capacity of employees as they learn to adapt to the technological changes occurring within their workplace. The results of this research demonstrate that when adequate effort and resources are invested in VHRM then human resource managers can identify and implement work efficient solutions, investing in new technology/tools for virtual teams (48%), improving communications (52%), and offering new upskilling opportunities for employees, that maximize employee output especially during and after the COVID-19 pandemic.

4. Conclusions and recommendation:

The researcher, based on the findings, devised a number of recommendations, including:

1. Remote team reliability and effectiveness strategies

- Integrating Artificial Intelligence
 - Improving efficiency and workflows; awarding performance and supporting growth.
- Adopting Data-Driven Strategies
 - Determine risk factors and strengthen impediments to increase reliability and retention.

2. Remote team retention strategies

- Promoting e-learning for remote employees
 - Career progression, continuous learning and development to increase retention.
- Managing Remote Employees through Organized Team Building
 - Virtual engagement, relationships, and company culture for increased retention.

KEYWORDS

COVID-19, Remote Working, Web-enabled, Human Resource Management, Virtual Teams, Digital Platforms, Retention Rates.

JEL CLASSIFICATION

- E240 Employment; Unemployment; Wages; Intergenerational Income Distribution; Aggregate Human Capital; Aggregate Labor Productivity
- I15 Health and Economic Development
- M540 Personnel Economics: Labor Management

FINAL THESIS ASSIGNMENT


Name and surname:	Aimeé Hermida
Study program:	Master of Business Administration (MBA)
Study group:	MBA EN09D
Title of the thesis:	Virtual/web-enabled human resource management: Impact on Remote teams' Reliability and Retention rates
Content of the thesis:	<ol style="list-style-type: none"> 1. Introduction – Problem Statement, Significance of the study, Research Aim and Objectives, Research Questions, Structure of the thesis. 2. Theoretical-methodological part – Virtual Teams (VT), Virtual Human Resource Management (VHRM), Gaps in knowledge, Research Methodology (Research Philosophy, Inductive Approach, Mixed Methods, Data Collection, Data Analysis, Ethical Considerations) 3. Analytical part – Qualitative Results, Quantitative Results, Analysis, Summary of results, Interpretation of the results, Discussion of the findings in correlation with the previous literature, Limitations, Formulation of Recommendations. 4. Conclusions.
References: (at least 4 sources)	<ul style="list-style-type: none"> • Adiga, M. and Bassey, U., 2021. COVID-19 pandemic: implications on HRM and sustainability in the new normal. <i>African Journal of Business and Economic Development</i>, 2(1), pp. 29-42. • Aryan, R. and Sharma, D., 2018. Transforming HRM through technology: future of HR. <i>International Journal of Emerging Research in Management and Technology</i>, 6(6), p. 265. • Caligiuri, P., De Cieri, H., Minbaeva, D., Verbeke, A. and Zimmermann, A., 2020. International HRM insights for navigating the COVID-19 pandemic: implications for future research and practice. <i>Journal of International Business Studies</i>, 51(5), pp. 697-713. • Hicks, M., 2018. How HR execs can use technology to connect a divided workforce. <i>Strategic HR Review</i>, 17(1), pp. 23-28. • Morrison-Smith, S. and Ruiz, J., 2020. Challenges and barriers in virtual teams: a literature review. <i>SN Applied Sciences</i>, 2(6), pp. 12-19.
Schedule:	<ul style="list-style-type: none"> • Aim and methods until: 01.06.2021 • Theoretical part until: 31.07.2021 • Results until: 01.10.2021 • Final version until: 30.11.2021
Supervisor:	doc. Ing. Lucie Depoo, Ph.D.

In Prague 17.05.2021

Prof. Ing. Milan Žák CSc.
 Milan Žák CSc.
 Žák CSc.
 prof. Ing. Milan Žák, CSc.
 rector

Digitálně podepsal Prof. Ing. Milan Žák CSc.
 DN: cn=Prof. Ing. Milan Žák CSc., c=CZ, o=Vysoká škola ekonomie a managementu, a.s., givenName=Milan, sn=Žák, serialNumber=ICA-10393535
 Datum: 2021.05.17 12:45:28 +02'00'

CONSULTATION OF THE FINAL THESIS

Name and surname:	Aimeé Hermida
Study group:	MBA EN09D - Master of Business Administration (MBA)
Title of thesis:	Virtual/web-enabled human resource management: Impact on Remote teams' Reliability and Retention rates
Supervisor:	doc. Ing. Lucie Depoo, Ph.D.
Planned date of defence (month and year):	Thesis Defence January 2022
Consultations (date and content of consultation):	06/04/2021: FT Assignment 01/05/2021: FT Assignment changes and Chapter 1 – Introduction 04/05/2021: Chapter 1 – Introduction; Research Aim and Objectives reviews 09/05/2021: Chapter 2 – Theoretical-methodological: Theoretical Framework 13/05/2021: Thesis layout and formatting 15/05/2021: Chapter 2 – Theoretical-methodological; Theoretical Framework; Research Instruments – Interview Questions and Survey Questionnaire 03/06/2021: Chapter 2 – Theoretical-methodological; Theoretical Framework; Validity and Reliability testing 08/07/2021: Chapter 2 – Theoretical-methodological: Research Methodology 10/08/2021: Chapter 2 – Theoretical-methodological: Data Collection 26/08/2021: Chapter 3 – Analytical and Chapter 4 - Conclusion 19/10/2021: Chapter 3 – Analytical and Chapter 4 – Conclusion 28/10/2021: Chapter 3 – Analytical and Chapter 4 - Conclusion
Supervisor's confirmation that thesis can be submitted (signature):	doc. Ing. Lucie Depoo, Ph.D.  Digitálně podepsal doc. Ing. Lucie Depoo, Ph.D. Datum: 2021.10.20 16:52:11 +02'00'

Contents

- 1. Introduction 1
 - 1.1 Problem Statement1
 - 1.2 Significance of the Study2
 - 1.3 Research Aim and Objectives2
 - 1.3.1 Research Objectives2
 - 1.3.2 Research Questions3
 - 1.3.3 Structure of the Thesis3
- 2. Theoretical-methodological part..... 4
 - 2.1 Theoretical Framework4
 - 2.1.1 Virtual Teams (VTs) and Virtual Human Resource Management (VHRM).....8
 - 2.1.2 Strategies for enhancing the performance of VTs10
 - 2.1.3 Benefits and advantages of virtual teams14
 - 2.1.4 Challenges faced in managing virtual teams16
 - 2.2 Gaps in Knowledge20
 - 2.3 Research Methodology20
 - 2.3.1 Research Philosophy20
 - 2.3.2 Inductive Approach21
 - 2.3.3 Mixed Methods.....21
 - 2.4 Data Collection22
 - 2.4.1 Research Design22
 - 2.4.2 Validity and Reliability24
 - 2.4.3 Population and Sampling.....26
 - 2.4.4 Eligibility criteria.....28
 - 2.4.5 Data Analysis28
 - 2.4.6 Ethical Considerations.....30
- 3. Analytical part 32
 - 3.1 Qualitative Results32
 - 3.1.1 Themes from the data32
 - 3.2 Quantitative Results42
 - 3.2.1 General Information42
 - 3.2.2 Virtual Human Resource Management During COVID-1944
 - 3.2.3 Impact on Remote Working and Employee Reliability.....44
 - 3.2.4 Impact on Employee Retention45
 - 3.3 Analysis.....46

3.4 Summary of Results	51
3.5 Interpretation of the Results	53
3.6 Discussion of Results	55
3.7 Limitations	57
3.8 Formulation of Recommendations	57
4. Conclusion	63
5. Bibliography	65
List of Abbreviations.....	77
Attachments.....	78
Appendix A Survey Questionnaire via Qualtrics	78
Appendix B Semi-structured Interview Guide	84
Appendix C Validity and Reliability Testing	86
Appendix D Data Collection Results - Semi-structured Interview.....	107
Appendix E Data Collection Results – Survey Questionnaire	112
Appendix F Data Collection Results - Analysis	121
Appendix G Raw Data – Semi-Structured Interview	129
Appendix H Raw Data – Survey Questionnaire	144
Abstract	251

List of Tables

Table 1: Summary of Reliability and Validity Tests in Appendix C	25
Table 2: Sample size calculated for different population sizes	27
Table 3: Study participants for interviews	27
Table 4: Summary of Interview Data Analysis	47
Table 5: Summary of Survey Data Analysis	50
Table 6: Survey Questionnaire Summary Sections	86
Table 7: Sample responses on measures related to questions in section I(a)	87
Table 8: Summary of reliability case processing on the questions in section I(a)	87
Table 9: Summary of reliability test for questions in section I(a)	87
Table 10: Sample responses on the questions in section I(b)	88
Table 11: Summary of reliability case processing on the questions in section I(b)	88
Table 12: Summary of reliability test for questions in section I(b)	88
Table 13: Sample responses on the questions in section I(c)	89
Table 14: Summary of reliability case processing on the questions in section I(c)	89
Table 15: Summary of reliability test for questions in section I(c)	89
Table 16: Sample responses on the questions in section II(a)	90
Table 17: Summary of reliability case processing on the questions in section II(a)	90
Table 18: Summary of reliability test for questions in section II(a)	90
Table 19: Sample responses on the questions in section II(b)	91
Table 20: Summary of reliability case processing on the questions in section II(b)	91
Table 21: Summary of reliability test for questions in section II(b)	91
Table 22: Sample responses on the questions in section II(c)	92
Table 23: Summary of reliability case processing on the questions in section II(c)	92
Table 24: Summary of reliability test for questions in section II(c)	92
Table 25: Sample responses on the questions in section II(d)	93
Table 26: Summary of reliability case processing on the questions in section II(d)	93
Table 27: Summary of reliability test for questions in section II(d)	93
Table 28: Sample responses on the questions in section II(e)	94
Table 29: Summary of reliability case processing on the questions in section II(e)	94
Table 30: Summary of reliability test for questions in section II(e)	94
Table 31: Sample responses on the questions in section III(a)	95
Table 32: Summary of reliability case processing on the questions in section III(a)	95
Table 33: Summary of reliability test for questions in section III(a)	95
Table 34: The number of questions that the respondents answered in the test and retest	105
Table 35: Summary of interview participants professions	108
Table 36: Descriptive Statistics (1)	121
Table 37: Correlations (1)	121
Table 38: Regression (1)	122
Table 39: Variables Entered/Removed ^a (1)	122
Table 40: Model Summary (1)	122
Table 41: ANOVA ^a (1)	123
Table 42: Coefficients ^a (1)	123

Table 43: Descriptive Statistics (2)	124
Table 44: Correlations (2)	124
Table 45: Correlations (2)	125
Table 46: Model Summary (2)	125
Table 47: ANOVA ^a (2)	126
Table 48: Coefficients ^a (2)	126
Table 49: Descriptive Statistics (3)	127
Table 50: Correlations (3)	127
Table 51: Model Summary (3)	127
Table 52: ANOVA ^a (3)	128
Table 53: Coefficients ^a (3)	128
Table 54: Basic Information - Interview Raw Data	129
Table 55: General Perceptions and attitudes towards COVID-19 - Interview Raw Data	130
Table 56: Perceptions on VHRM during COVID-19 - Interview Raw Data	133
Table 57: Impact of perceptions on remote working and reliability - Interview Raw Data	136
Table 58: Impact of perceptions and attitude on retention - Interview Raw Data	141
Table 59: Basic Information/Demographics - Survey Raw Data	144
Table 60: Employee safety and welfare during COVID-19 - Survey Raw Data	156
Table 61: VHRM during COVID-19 - Survey Raw Data	169
Table 62: Impact on remote working and employee reliability - Survey Raw Data	191
Table 63: Distractions faced whilst working from home - Survey Raw Data	208
Table 64: Impact on performance appraisal - Survey Raw Data	223
Table 65: Impact on employee retention - Survey Raw Data	239

List of Figures

Figure 1: Word cloud of interview responses to COVID-19 major challenges	34
Figure 2: Word cloud of interview responses to virtual teams' adoption rate	35
Figure 3: Word cloud of interview responses to HRM challenges	35
Figure 4: Word cloud of interview responses to pandemic support	36
Figure 5: Word cloud of interview responses to pandemic life	37
Figure 6: Word cloud of interview responses to pandemic consequences	37
Figure 7: Word cloud of interview responses to pandemic measures	38
Figure 8: Word cloud of interview responses to virtual team experience	39
Figure 9: Word cloud of interview responses to job satisfaction	40
Figure 10: Word cloud of interview responses to conflict resolution	41
Figure 11: Word cloud of interview responses to COVID-19 measures	42
Figure 12: Survey responses on the question regarding country demographics	43
Figure 13: Responses to main reason for leaving the job questions	45
Figure 14: Pearson test results on the validity of the questions in section I(a)	96
Figure 15: Pearson test results on the validity of the questions in section I(b)	97
Figure 16: Pearson test results on the validity of the questions in section I(c)	98
Figure 17: Pearson test results on the validity of the questions in section II(a)	99

Figure 18: Pearson test results on the validity of the questions in section II(b).....	100
Figure 19: Pearson test results on the validity of the questions in section II(c).....	101
Figure 20: Pearson test results on the validity of the questions in section II(d).....	102
Figure 21: Pearson test results on the validity of the questions in section II(e).....	103
Figure 22: Pearson test results on the validity of the questions in section III(a)	104
Figure 23: Intraclass Correlation Coefficient	105
Figure 24: Pearson Correlation Analysis Results.....	106
Figure 25: Interview participants demographics: Age groups	107
Figure 26: Interview participants demographics: Sex/Gender	107
Figure 27: Word cloud of interview participants demographics: Occupation	109
Figure 28: Word cloud of interview participants demographics: Education Level	109
Figure 29: Word cloud of interview responses to COVID-19 knowledge level	109
Figure 30: Word cloud of interview responses to COVID-19 information sources	110
Figure 31: Word cloud of interview responses to COVID-19 initial reactions	110
Figure 32: Word cloud of interview responses to COVID-19 current numbers	110
Figure 33: Survey responses on the question regarding gender demographics	112
Figure 34: Survey responses on the question regarding country demographics (by continent)	112
Figure 35: Survey responses on the question regarding industry of organization	113
Figure 36: Survey responses on the question regarding organizational function (role held). 113	113
Figure 37: Survey responses on the question regarding the number of employees	114
Figure 38: Responses to measures for employee safety and welfare	115
Figure 39: Responses to quality of interactions when dealing with the HR team virtually ... 115	115
Figure 40: Responses to measures taken by organization in order to adapt during COVID-19 remote working	116
Figure 41: Word cloud of suggestions on how to best support employees during COVID-19 pandemic	117
Figure 42: Responses to Work From Home (WFH) policies questions	117
Figure 43: Responses to distractions whilst working from home questions	118
Figure 44: Responses to performance appraisal questions.....	119
Figure 45: Responses to mental health questions.....	119
Figure 46: Responses to employee retentions questions	120

List of Equations

Equation 1: Cochran's Formula for Sample Size with Infinite Population	26
Equation 2: Cochran's Formula for Sample Size with Finite Population.....	26

1. Introduction

The importance of human resource (HR) in the modern dynamic business environment is invaluable and cannot be taken for granted. In the past four to five decades, the HR department was considered a mere supportive section in organizations only meant to support the other key sectors, such as operations, marketing, and financial departments. However, according to Aryan and Sharma (2018), the increasing competitiveness in the labour market has propelled HR to an essential department that needs to succeed and remain competitive in the contemporary business environment. Consequently, technology has dramatically transformed the HR landscape in the past two to three decades, making it possible for human resource managers (HRM) to manage their teams from a decentralised workspace (Hicks, 2018). According to Elvira (2017), virtual human resource (VHR) has not only become a vital topic of research but is of great interest among managers in the contemporary corporate world. Gallego et al. (2021) opined that VHR had allowed firms to create virtual teams with work arrangement, in which team members operate in geographically dispersed workstations with minimal face-to-face interaction but stay connected through electronic media to attain common organizational goals. On the significance of virtual teams, Morrison-Smith and Ruiz (2020) posited that this approach brings workers together irrespective of time or space to combine their efforts for better output. Therefore, it can be said that VHR knows no boundaries and allows the employees to be autonomous in time management.

The advancement in technology in the 21st century has exponentially increased the development and management of virtual teams at both local and global levels. Globalization has made it possible for people to connect over vast geographical areas (Aryan and Sharma, 2018). The use of virtual teams has increased significantly in the past decade, a situation that is only expected to continue in the future. In a recent survey by the Culture World, 1372 respondents from over 80 nations worldwide were virtual workers (Gallego et al., 2021). Morrison-Smith and Ruiz (2020) state that virtual teams comprise multicultural staff, thus implying that no barriers prevent the continued growth of digital groups. Multinational corporations (MNCs) have so far adopted the VHR approach to take advantage of the opportunities offered by the information technology at their disposal (Elvira, 2017). Hicks (2018), in a review of literature, observed that the majority of MNCs are gaining interest in talent management and have opted to approach this through electronic human resource management (e-HRM). This action serves to confirm the importance of virtual teams.

1.1 Problem Statement

The onset of COVID-19 in 2020 across the globe prompted most business organizations of different sizes to embrace remote workstations commonly known as "working from home". Adiga and Bassey (2021) observed that the drastic measures taken by the governments to control the spread of COVID-19 by restricting movements and, in some cases, posing total lockdown threw many firms, especially HR managers, into panic mode. Many of them had to make the tough decision to send their staff home or establish a way to still be productive from home while under lockdown (Caligiuri et al., 2020). The situation prompted the rapid adoption of virtual teams to ensure continued productivity amidst the COVID-19 pandemic. Researchers including Adiga and Bassey (2021) and Caligiuri et al. (2020), have revealed that many people were admitted to working from home during the pandemic, which exposed the weaknesses and strengths of companies regarding their HRM digital capacity. The financial, education and retail sectors have so far capitalised on the opportunities generated on the Internet to serve their customers and retain their staff throughout the COVID-19 period (Morrison-Smith and Ruiz, 2020). Despite the benefits of the digital reinvention of firms to the VHR approach, the primary

problem remains that most of these companies did not adequately prepare for such an eventuality. If not well managed, the concept of VHRM or management of virtual teams might turn to be detrimental to the corporations which were not ready for such a rapid transition. Therefore, the current study aimed to investigate the impact of virtual/web-enabled human resource management techniques on remote teams' reliability and retention rates.

1.2 Significance of the Study

The current global COVID-19 pandemic has necessitated the development of virtual teams by many organizations determined to continue their operations during the restrictions resulting from this pandemic. Despite many firms adopting remote teams, it can be argued that these companies have no significant experience in managing virtual staff. Therefore, the results of the current study will provide practical benefits, such as an opportunity for the managers to understand the strategies that they can employ in the current digital era to ensure a great reliance on virtual teams during and post COVID-19 period. Additionally, the research findings will be used by firms to assess the degree of adoption of VHRM, which may help the firms determine if they could use virtual teams as a source of competitive advantage. The pandemic may lead to permanent changes for organizations who wish to continue in the current remote working model due to financial or other reasons. Therefore, this research will provide policy and societal benefits to assist other companies who wish to employ this model of working and assist to ease the transition for remote working employees and virtual teams. Finally, researching a subject that is topical carries great theoretical significance since the pandemic situation is unprecedented. The study's findings would be of great significance in establishing a foundation for researchers to further inquiries into the virtual teams concerning the COVID-19 pandemic effects.

1.3 Research Aim and Objectives

The study's aim is to investigate the impact of virtual/web-enabled human resource management techniques on remote teams' reliability and retention rates and formulate recommendations for practice on the choice of appropriate VHRM strategies that companies should employ to ensure effective and reliable virtual teams.

1.3.1 Research Objectives

The following research objectives would facilitate the achievement of this aim:

1. To establish the strategies used in enhancing efficacy in remote teams among firms during the COVID-19 period.
2. To identify the extent to which companies have adopted a Virtual Human Resource Management approach since the onset of the COVID-19 pandemic.
3. To identify the challenges faced by the HR departments in the firms dealing with online workstations during the COVID-19 period.
4. To establish the relationship between VHRM and remote team's reliability and retention during the COVID-19 period.
5. Determine workers' opinion on their experience working as part of a virtual team during the COVID-19 pandemic period.
6. Analysing impacts of having Virtual/web-based Human Resource Management on remote working employee efficacy.
7. To produce a set of recommendations on what Virtual Human Resource Management strategies or techniques companies should employ for reliable virtual teams.

1.3.2 Research Questions

The research would seek to answer the following questions through the study:

1. What VHRM strategies are effective for dealing with the impacts of the pandemic, and for improving reliance on virtual teams during and post COVID-19 period?
 - a. What was the rate of adoption of the virtual teams by the HR departments of companies when the pandemic period?
 - b. What are measures put in place by companies during this COVID-19 pandemic to ensure high performance among the workers operating remotely?
 - c. What are the possible challenges faced by human resource managers as they execute their roles of controlling and monitoring virtual teams?
 - d. What do employees think about virtual team experience; would they recommend continuing beyond the COVID-19 pandemic?

1.3.3 Structure of the Thesis

The study is organized into five chapters. Chapter one is the introduction which outlines the background and significance of the study. It provides a statement of the problem, research aims, objectives and questions. Chapter two is the literature review that evaluates previous studies on the same topic to establish a foundation for the current research. Additionally, the section explores various themes involved in the present work and outlines the theoretical underpinning. Finally, it identifies and states the research knowledge gap. The methodology is the third chapter and entails research approach, strategy, and philosophy. Moreover, it outlines the techniques used in data collection, sampling, ethical considerations, limitation of the study and data analysis. Chapter four provides a presentation of data findings and a discussion of the results. Finally, chapter five outlines the conclusion and recommendations. The section offers implications for the findings and suggestions for further research.

2. Theoretical-methodological part

Technological development has accelerated the rate of globalization of factors of production, making it possible for the staff to operate in the diverse geographical area but still manage to attain a common goal within the firm. This section will analyse the existing literature to explore the new development in human resource management (HRM) and how this role has been affected by the introduction of digital teams, especially during the COVID-19 period.

Moreover, the chapter will outline the theoretical frameworks that underpin the current study before concluding by identifying the research knowledge gap from the examined literature.

The chapter then goes on to present the methods and techniques employed to collect, analyse, and presents the findings that are used to test the hypotheses and answer the research questions.

2.1 Theoretical Framework

HRM is constructed on many management theories, with the contingency model of leadership suiting well to the dynamism of the contemporary business environment. According to El-Sofany et al. (2014), the current labour market has not only become more competitive but has also been affected by technology and globalisation. Therefore, despite many scholars recommending the application of contingency theory of management, the introduction of VTs as a result of technological advancement has brought a new dimension that has to consider a different model (Maruping and Magni, 2015; El-Sofany et al., 2014). Gibson et al. (2014) identified media as an integral component in VHRM when managing VTs is involved. Moreover, Maruping and Magni (2015) mentioned that the dispersed nature of VTs makes communication one of the fundamental factors in ensuring the success of these teams. Therefore, to effectively manage VTs, it is imperative to incorporate communication media and tasks of interest.

One theory relevant to the current research topic is the task-media fit model developed by McGrath and Hollingshead in 1993 (Hoch and Dulebohn, 2017). When designing it, McGrath and Hollingshead identified four primary-task categories goal-directed group activities. These included generating ideas and plans, choosing correct answers, choosing preferred answers, and negotiating interest (Hoch and Dulebohn, 2017). According to Trotter (2016), all these tasks represent a framework of a continuum, where each of them requires a system of increasing interdependence among team members for the tasks to be performed successfully. To promote efficiency in teams, the proponents of task-media theory state that the concept of generating ideas should only be concerned with the transmission of specific concepts, thus leaving out the elements of evaluation and analysing the emotional connotations of the information passed, which in this case was considered an interference (Hewett et al., 2017). Wang et al. (2013) opined that the models suggest that assignments that might require conflict resolution through negotiation and the detailed information being transmitted to avoid any discrepancies. The theory posits that any tasks performed under excess or limited communication will yield poor results compared to those undertaken under the best-fit communication framework (Rostovskaya et al., 2019).

Hewett et al. (2017) argued that using media richer in information than is required by a task may act as a distraction that makes it possible for team members to exchange communication non-essential for the task accomplishment. Consequently, it may constrain the contact to an extent that it fails to transmit enough or the right type of information necessary for task completion (Wang et al., 2013). Therefore, these communication distractions and constraints are detrimental to team performance (Trotter, 2016). However, research has shown that some teams use lean communication media to transmit rich information during task performance

(Rostovskaya et al., 2019). Additionally, it has been observed that richer communication media may allow the flow of information at intervals and timely manner to ensure the efficacy of task performance (Hoch and Dulebohn, 2017).

Finally, McGrath and Hollingshead (1993) hypothesized a continuum of rich information based on four categories of communication conditions: face-to-face, video, telephone and computer-mediated. According to Hoch and Dulebohn (2017), apart from face-to-face communication condition, all other continuums can be synchronous or asynchronous. Furthermore, the model depicts that teams using computer-mediated communication are more effective in task performance than those using face-to-face because that later offers richer information and can easily lead to deviation from the primary idea (Hewett et al., 2017). Nevertheless, Post (2018) criticized this model for the lack of depth and failure to measure the richness of information suitable for effective task performance. Moreover, despite most of the concepts proposed by the task-media hypothesis having significant support in the existing literature, there is hardly a systematic or controlled study conducted on this theory (Post, 2018). However, the current study evaluated if computer mediated communication could be appropriate for transmitting data necessary to achieve success in virtual teams.

Adaptive Structural Theory (AST) has been used widely to analyse the connection between organizations and technology, including virtual teams. It has been used to study leadership in VTs and the dynamic effects of information and communication and technology in teams. AST extends the structuration model by hypothesizing the role of advanced ICT in structuration through in-built structures and structures that emerge when employed (Avolio et al., 2014). In a global outlook, AST distinguishes organization, tasks, technological factors, and people. AST defines technology structure by its fundamental features, including intentional choices of design (for example data formats and interface design) and overall spirit, which is the intention behind its design. AST defines the communication process in which team appropriates structures as task, technology, organizational setting, and a team's internal structure to its use (Orbunde, 2017). People structures include experience and knowledge with structures that VTs have and the group-level phenomena such as interaction rules and routines. ICT allows teams to communicate using various devices including intranets, video conferencing, email, wikis, and voicemails (Davidaviciene et al., 2020). Process structures concentrate on the virtual team's interaction process, comprising features including setting agenda and enforcing it, document versioning and storage, recording and facilitating interaction.

People and technology structures provide probable reasons for communication. In people's structure, virtual team members utilize ICT while working. Their need to employ technology in a provided case will probably differ in line with the advantages they perceive they might receive from using it (Turner et al., 2019). Conversely, virtual teams' characteristics might affect the relationship between people and technology. Synchronicity and richness typify virtual team's ICT regarding people's interaction needs for achieving goals. According to Daltro et al. (2020), richness allows a wider collection of interaction cues and synchronicity allows faster response. Together they allow the necessary communication for production, member support and group welfare.

Different scholars have studied AST intersection of technology and organizations. Daltro et al. (2020) performed a systematic review on AST contributions for analysing social media use. The study revealed that AST is an alternative to assess social media application because it shows how these technologies' structures penetrate in organizations, influencing them and changing them. Besides, it showed how social interactions, in exchange, alter and affect the original plan of this technological object. Turner et al. (2019) explain that the main advantage of considering AST theory for HRM is that it widens social structures nature in improved information technologies and the main interaction processes. In their theoretical literature

reviews on AST, Turner et al. (2019) support the idea that people and technology can collaborate to meet HRM goals of enhancing performance at the group, organizational and individual level. According to Avolio et al. (2014), there is a communication between Advanced Information Technology (AIT) and leadership as well as how they influence each other, where virtual leaders are affected by distance, time, and separate cultural considerations. Cortellazzo et al. (2015) review supports findings by Avolio et al. (2014) finding by stating that, ICTs and leadership mutually affect and transform each other in a recursive relationship. In their assessment, technology does not only affect leadership, but leaders also affect appropriate technology. Through the interaction between organizational structures and information technology, technological effects on organizations, groups and individuals emerge. Hence, the context does not only shape or is shaped by leaders, but it is also part of VT leadership.

Studies by Großera, and Baumöla, (2017) reveal that organizations gain from VTs deployment in different ways. Therefore, to effectively incorporate VTs into the organization, processes and structures must be adapted to the deployment, which is vast and complex to capture. Zahari (2021) further notes that the effectiveness of VTs deployment depend on members' performance that is enhanced through mutual trust. However, literature in virtual teams' dynamics, reveals the need for further studies in this significant field of adaptation of modern ICTs, on organizational change, especially in the performance of global VTs. HRM scholars should extend on the studies performed by the scholars above and build on a stronger understanding on the performance of VTs and its effect on organizations via the adaptation of ICTs by concentrating on the connection between process and structure that allows the scholar to focus on the complications of VTs communication.

Job demands-resources (JDR) theory developed by Bakker and Demerouti (cited in Borst, Kruyen, and Lako 2017) analyses conditions and predictors of emotional health and stress in organizations. Hence, this theory offers a suitable theoretical framework for VTs. Work characteristics are classified as work demands and resources. Job factors and demands include role ambiguity and increased workload. They trigger a well-being impairment process as a result, teams or personnel experience stress, health concerns, work-family conflict, or burnout. Work resources assist people in addressing these demands comprising supervisor's and social support, autonomy, and skills development opportunities (Borst et al., 2017). Whereas the JDR model suggests that work resources and demands directly affect job engagement, Hu et al. (2011) assert that they also interrelate to share the employees' work atmosphere. Work resources produce decent motivational processes that raise an employees' well-being. Studies have revealed that work resources are significant for personnel's well-being when work demands are high. Combined, the model evaluates the work and job resources' interaction and argues that an imbalance has dysfunctional team performance and well-being (Schaufeli and Taris, 2014). Therefore, the JDR theory is general, implying the individual work demands and resources vary across professions and contexts.

Davidaviciene et al. (2020) identified temporary (organized for a particular assignment), culturally different (various languages and nationalities), geographically distributed (working from different locations), and connected digitally (using information communication and technology) to communicate as the four main characteristic of VTs. Regularly, Morrison-Smith and Ruiz (2020) state that these features negatively affect VTs' dynamics and lead to multiple work demands. Therefore, specific human resource practices address the above-mentioned job demands that affect VTs focused on employees, including chances to utilize skills, training, and career growth.

Human resources should provide technical training to VTs to effectively use all existing information and communication technologies (ICTs). The VTs communicate using the digital platform than in-person. Hence, they need adequate degree of technological skills to

communicate, co-operate and co-ordinate effectively with teammates in different locations (Borst et al., 2017). Practical technical training acts as a work resource that assists VTs in enhancing their capacity to address work demands that are products of VTs' physical dispersion and electronic reliance (Conway, Na, Kathy, Kerstin, and Bailey, 2016). VTs that depend on computer-aided communication for interaction with colleagues frequently feel uncertain and isolated about team members' roles and expectations, resulting in significant misunderstandings and less understanding of team members (Schaufeli and Taris, 2014). However, when computer-aided communications are effectively used, VTs can overcome these challenges (Morrison-Smith and Ruiz, 2020). Enhanced and suitable computer-aided technologies and improved collaboration methods may cause VTs to consider their dependence on technology not as a liability but as a chance to plan and coordinate their task.

Besides providing technical training, human resources management should provide a suitable environment that allows VTs to effectively utilize technological competencies and skills. Human resources management has expanded with technology in the twenty-first century, causing them to incorporate the latest ICTs. In VTs, the technological atmosphere comprises the availability of computers to electronic mails, essential technical equipment, and more advanced technology comprising cloud sharing of documents (for example, Google Drive and Dropbox), simultaneously working on various documents (for example, Scribblar and Google docs), conference meetings (for example., Google meetings, zoom and skype), project management (for example., Basecamp, and Podio), collaboration software (for example., DeskAway, Huddle, and AffinityLive), and organization social networking (such as Jive, SocialCase, and Yammer) (Morrison-Smith and Ruiz, 2020). Therefore, human resources management must closely collaborate with team members to offer required software and training. Providing necessary technology and software will act as a work resource and will assist organizations in ameliorating adverse outcomes of virtual team's dependence on technology. Besides, these technologies will enable all groups to share their unique perspectives and knowledge towards the team's success.

To effectively use the VTs comprehensive skills and knowledge, human resource management must provide VTs with suitable technology to share knowledge and information amongst themselves. VTs can decrease process-oriented demands that are caused by the VTs' characteristics. Also, physical dispersion, digital dependence, and cultural diversity may cause a few interpersonal challenges and misunderstandings. Besides, adverse effects on the VTs setting may be weakened by utilizing corporate social networking and meeting software (Morrison-Smith and Ruiz, 2020). The above tools may assist VTs in understanding each other well, increasing cohesion and trust. On the other hand, corporate social networking will assist VTs in building an outside network in the organization, assisting these groups in receiving external support for their challenging projects and tasks despite their physical location.

Bakker and de Vries (2012) establish that primary employee resources may assist VTs to identify and manage burnout. Also, Kim and Wang (2018) analysis conclude that JDRs significantly affect burnout, especially the job demand area. Hence, the key to developing correct burnout interventions is the identification of mental burnout as an "affective job demand." However, Schaufeli and Taris (2014) argue that the revised version presents multiple issues. For example, it assumes that burnout is caused by inadequate work resources and high job demands, except that burnout is now treated as a unitary rather than a two-dimensional construct. Hence, burnout is expected to intervene the connection between work demands and personnel wellbeing and health, through the gradual draining of emotional resources. This is the health impairment process of the revised JDR. Schaufeli and Taris (2014) assertions are supported by Hu et al. (2011) and Bakker and de Vries (2021) who state that evidence for synergistic and moderating job resources and job demand effects on work engagement and

burnout are lacking. Hence, they recommend scholars in different fields to conduct further studies that will motivate HRM practitioners to develop improved interventions to reduce and prevent work burnout.

2.1.1 Virtual Teams (VTs) and Virtual Human Resource Management (VHRM)

The development of technology has encouraged the creation of dispersed teams in many companies. The mere existence of VTs has necessitated the emergence of VHRM (Alsharo et al., 2017). Despite being a relatively new concept in the management, VTs automatically fall in the HR department and must be overseen by the same department (Aryan and Sharma, 2018). According to Robert and You (2018), VHRM can be defined as the art of managing people working remotely from one another. However, Alzola (2018) opined that VHRM goes beyond just managing VTs to encompass the creation of suitable working conditions and performing all the roles of HRM but through cyberspace technology. From this definition, it can be observed, VHRM is similar to HRM but only differs in geographical diversity and the use of ICT in managing a team without necessarily having to interact physically. Anderson et al. (2015) argues that VHRM cannot be fully discussed without mention the element of human resource information system (HRIS), which firms have recently used to ensure the leaders have the necessary data to monitor and appraise the staff who are part of VTs.

Researchers (Robert and You, 2018; Hicks, 2018 and Adamovic, 2018) agree that these two concepts of VTs and VHRM are tied together and need to be studied together. According to Marlow, Lacerenza and Salas (2017), an effective VHRM is a prerequisite to a successful virtual team in an organization. Considering the degree of autonomy that comes with VTs, the VHR manager must ensure that all team members kept in constant communication and with each other and the organization. At the same time, Scott and Wildman (2015) mentioned the importance of VHRM to be aware of the temporary nature of VTs so that the organization's operations can remain on schedule.

Every conglomerate of workers requires leadership, and virtual teams (VTs) cannot be separated from virtual human resource management (VHRM) (Waruszynski, 2005). Adamovic (2018) observed that VHRM is the foundation on which VTs are built, while without the VTs, VHRM will be redundant. However, for better understanding, it was imperative to examine each term separately briefly.

Ebrahim et al. (2012) defined VTs as a group of experts or people in different geographical locations working together depending on ICT use to undertake their tasks to achieve a common goal. In this definition, the physical separation is emphasized, and thus connectivity must only be used by technology. Moreover, the aspect of shared goal also comes out clearly; therefore, despite performing different tasks, all these duties are interconnected.

Another definition of VTs is that it is a group of workers who interact with each other and with the organization through cyberspace technology, making it possible to work from anywhere at any time to accomplish the goal of a firm (Kimble, 2010). This version of the definition is consistent with that given by Ebrahim et al. (2012), with an aspect of ICT, in this case, referred to as cyberspace technology. However, the last definition brings in an element of the time difference, implying the virtual team members are separated by distance and might also operate at different timelines and time zones.

According to Kimble (2010), despite considerable literature on VTs, the definitions are given still lack depth as they leave out various aspects such size of the team and the temporary nature of these teams. Nevertheless, Andersson et al. (2019) opined a definition of a virtual team could be accepted, provided that it meets the four main criteria of geographical dispersion,

connectivity through ICT, common goal, and cross-boundary collaboration. Therefore, the first two definitions can be used interchangeably to refer to VTs.

The resurgence of the COVID-19 pandemic more than a year after the first case of the virus was reported in China has driven organizations to implement containment measures, including work-from-home policy (Couch, O'Sullivan, and Malatzky, 2021). Regardless, business growth continues to be undermined by increasing numbers of employees who have contracted or succumbed to the virus, implying that personnel managers can ill afford to disregard virtual employee management. Virtual personnel management through knowledge leadership improves the performance of virtually managed workforces (Abdulmuhsin and Tarini, 2021). Newman and Ford (2021) corroborate these findings and further argue that virtual personnel management improves engagement and performance outputs of remotely located employees. However, not all organizations have established a culture of trust and upgraded leadership communication instruments (Newman and Ford, 2021). Virtual human resource management is also limited because it depends on leadership effectiveness linked to employee work performance in virtual environments (Weber et al., 2020). Despite literary criticisms, virtual human resource management enables organizations to guide employees in performing their roles and responsibilities during COVID-19 (Zafer and Thambusamy, 2020). Based on these findings, virtual team management was essential for managing workers during tough times such as the COVID-19 pandemic. However, personnel managers need to identify and analyse the challenges associated with this form of worker management to experience its full potential.

Virtual human resource management remains an essential approach for managing personnel during the COVID-19 pandemic while adhering to health measures such as workplace social distancing aimed at mitigating the spread of the virus. Based on this perspective, virtual human resource administration positively impacts health-focused employee and self-leadership in firms (Efimov, Harth, and Mache, 2020). However, successful management of virtual employees is not straightforward because of leadership-employee behavioural issues, namely ineffective trust-building, communication, and facilitation of personal meetings. These arguments align and reflect the subsequent findings of Newman and Ford (2021). In view of human resource management challenges linked to COVID-19, team building fosters workforce collaboration, stimulates business efficiency, and sustains the development of trust between superiors and subordinates (Mobolade and Akinade, 2021). However, virtual workforces and remote personnel management discourage team building (Mobolade and Akinade, 2021). Underlying benefits and issues linked to virtual human resource management in this context underpin the need for organizations to improve the levels of worker commitment and top management support towards virtual administrations of employees.

As workers get accustomed to working from home due to the pervasiveness of the COVID-19 pandemic, organizations need to determine how to support remote managers and mechanisms established to sustain distant collaboration and management. Social platforms have been proven to be effective in fostering remote collaboration and management, particularly during the COVID-19 pandemic (Waizenegger et al., 2020). Despite these influences, knowledge sharing and management between employees and managers is a challenge when working from home (van der Lippe and Lippenyi, 2020). While virtual teams and human resource management enable organizations to continue operating during the COVID-19 pandemic, they are ineffective if workers are incapable of operating autonomously and maintaining good social relations with superiors and fellow subordinates (Bolisani et al., 2020). Stich (2020) builds on these statements by acknowledging the significance of remote workforce relations and management but discredits virtual personnel management because it creates feelings of isolation and a sense of loneliness among managers and workers. Based on the presumptions of social cognitive theory, Jackowska and Lauring (2021) support the views of Stich (2020) by arguing that virtual

personnel management is associated with managerial disregard for employees' personal and virtual work contexts. Thus, virtual human resource management has been seen to be essential in the current business circumstances, but managers need to determine and address unique challenges that impede the implementation of this personnel management approach.

Researchers have paid great attention to the well-being, experiences, and performances of remote workers during the COVID-19 pandemic, but little attention has been given to the experiences of managers tasked with remote employee management. In this case, there is low adoption of virtual personnel management strategy by managers because of inadequate experience in distance management and loss of social interaction (Ipsen, Kirchner, and Hansen, 2021). Low adoption of virtual workforce management is also linked to a lack of organizational support towards addressing the virtual challenges affecting virtual managers, and reluctance among managers to change their leadership and management styles (Ipsen et al., 2021). Mira et al. (2021) contradicts these findings by concluding that remote work and virtual management of employees should be increasingly adopted because of cost-reduction and flexibility benefits that foster life-work balance. While Liu et al. (2021) linked low adoption of virtual personnel management strategy during COVID-19 pandemic to workload, monitoring, job autonomy and social support challenges, Mysirlaki and Fotini (2020) concluded that lack of appropriate leadership leads to poor adoption of virtual personnel management. From these findings, organizations need to improve the leadership skills and management competencies of human resource management to boost their virtual personnel management skills.

2.1.2 Strategies for enhancing the performance of VTs

Despite having been under study for over three decades, a review of literature still reveals an ambiguity in identifying the factors affecting the performance of VTs. Most researchers have focused on ensuring effective communication as one of the strategies that can be used to enhance the outcome of VTs (Kimble, 2010; Pinjani and Palvia, 2013). For example, a study by Alsharo et al. (2017) found that maintaining timely communication and proper feedback was essential in building and maintaining trust among dispersed team members. Robert (2016) acknowledged the role of communication in promoting performance among virtual team members; however, he brought in the social dimension aspect, which he argued plays a significant role in defining the effectiveness of communication. Considering the input of various scholars, it can be concluded that communication is crucial in enhancing performance in VTs. However, to ensure that communication is used as a strategy, it must be effective and consider various factors, such as diversity in language and culture (Anderson et al., 2015).

Nevertheless, as long as other barriers to communication can be harmonized, it can be a vital management tool to be used to promote high productivity among virtual team members irrespective of the geographical distance. According to Alzola (2018), both lateral and vertical communication is necessary for a virtual team to work. Despite the weak social ties among members of VTs, lateral communication ensures that the entire team is reading from the same page regarding priorities and the organization's vision. Vertical interaction is critical in confirming the approval and commitment of the leadership on the shared course (Adiga and Bassey, 2021).

In a study of 54 effective VTs, Andersson et al. (2019) found that creating and maintaining a sense of shared understanding of the goals and objectives of the firm play an essential role in team performance in VTs. Brewster et al. (2016) observed that ownership of the goals provides intrinsic motivation to the members of VTs, thus resulting in a timely and quality completion of tasks. A shared vision ensures that everyone in the team is working towards a known direction, thus lowering the chances of confusion (Anderson et al., 2015). Despite the

significance of virtual team members sharing common goals, Kimble (2010) argued that some VTs had worked effectively to deliver desired output without knowing the end product of their services. In such a scenario, it is argued that the management or leadership might need total control over the production, and every virtual team member must operate independently on a specific section of the task (Lukić and Vračar, 2018). The end product is then assembled by a different group, as commonly observed in sensitive projects, such as national security (Tenopir et al., 2011). Nonetheless, having a common goal is crucial since it does not only motivate the team but also helps in building trust among virtual team members and with the organization's management.

Marlow and Dabbish (2012) posited that role clarity is one of the strategies that the HRM team can use to ensure the effectiveness of VTs. Parreira et al. (2017) opined that lack of adequate role allocation may lead to conflicting tasks or not understanding among virtual team members, which may result in the duplication of duties and delays in a section of a supposed project to be accomplished by a virtual team. A survey conducted by Brewster et al. (2016) revealed that over 26% of virtual team professionals had at one point in their career performed the same task as another member of their team. It can be said the lack of clear stipulation of roles might not only lead to delay of the task but may also result in unnecessary costs that could be avoided. Therefore, many managers that have successfully dealt with VTs for a significant team have emphasised timely communication of roles accompanied by thorough review and evaluation when one wants to ensure smooth running and high performance of VTs (Marcos and Romero Ruiz, 2021).

Portraying and practising a proper leadership attitude towards the team and the project is vital in attaining high performance from VTs (Chen and Fulmer, 2018). According to Scott and Wildman (2015), maintaining a caring attitude towards every member of a virtual team is essential in creating commitment among the employees and lifting the team's confidence. Additionally, despite not being easy to establish, an appropriate leadership attitude towards VTs helps generate and sustain trust between the team and the management.

Training is also crucial in ensuring that the team remains focused on its goals and sharpens its practical performance skills (Elvira, 2017). Lukić and Vračar (2018) found that adequate training of the remote workers serves to engage them and reflects the level of confidence the management has in their employees. This finding demonstrates Abraham Marlow's assertion of need for self-actualisation, a concept which is considered vital in motivating the workforce (Chen and Fulmer, 2018). Based on Maslow's assumption, an action allows employees to advance their careers and propel them towards achieving the ultimate career (Caligiuri et al., 2020). Marlow et al. (2017) considered training to serve as means to heighten employee retention. However, this argument might not work with the VTs owing to their temporary nature. Nonetheless, Andersson et al. (2019) opined that the duration of stay might not be of significance if the training can enable the employee to produce the best possible performance during their time in the organization.

According to Manea et al. (2021), an effective virtual team should comprise a high degree of interdependence among people or professionals to achieve a common goal or accomplish a given task. VTs have become popular after the outbreak of the COVID-19 pandemic, the majority of organizations resolved to adopt remote working habit where employees from various locations and cultures coordinate over the virtual network. In this regard, several strategies have been developed by various agencies to cope up with the emerging changes which have reshaped normal working operations to have a minimal negative effect on the output. Shaik et al. (2020) recommended that for virtual team to yield optimum output, they should have complementary skills necessary for attaining a common performance objective and set standards in which they mutually hold themselves accountable for organizational matters. Since

the movement restrictions were put in place to reduce the spread of COVID-19, remote working over virtual frameworks became popular for both government and non-governmental organizations across the world. However, Gallego et al. (2021) claimed that only healthy and informed virtual teams can promote quality performance in an organization. For similar reasons, human resource departments should adopt measures to familiarise their employees with emerging working trends and technologies to instil them with the necessary knowledge for promoting modern synergies in communication, managing virtual conflicts, and stay committed to a common purpose. To promote overall performance in an organization, HRM should also ensure that they effectively define roles and responsibilities that suitably match employees' capabilities. Different professions have distinct skills and abilities which can yield optimum results if properly matched with the respective duties. Manea et al. (2021) and Shaik et al. (2020) hold similar views that to promote improved performance through VTs, HRM should bring all employees on board to work as a team in a transparent and accountable manner geared to achieve a common goal. However, Abdulmuhsin and Tarhini (2021) suggested that working together in virtual team is not good enough to attain improved performance in a company without the health concerns of employees and being conversant with the changing technologies. Regular training needs to be supported by HRM to instil existing employees with modern working skills, including online conferences and conflict resolution. Consequently, those organizations with effective virtual team strategies have been able to thrive through a challenging COVID-19 pandemic period that has forced many business ventures to collapse or wiped out of the prevailing markets as a result of lockdown restrictions.

Peñarroja et al. (2020) argued that virtual team is increasingly becoming a fact of life for many organizations in the world since the outbreak of the COVID-19 pandemic. HRM staff should there streamline their digital platforms, such as ICT networks, to accommodate more operations that can be affected through VTs. For the past two years, virtual team has largely promoted common use of shared resources, partnerships, project outsourcing and cross-organizational projects besides enabling a huge number of people who telecommunicate on flexible hours. Rehman et al. (2020) stated that HRM can also boost the performance of VTs through the provision necessary of electronic devices to needy cases and also encourage online refreshment courses on emerging trends in the communication process. Through regular employees' online workshops, virtual team members can learn and grow in skill acquisition, thereby fostering improved performance at the department and overall organizational affairs. Continuous investment in VTs development assists to raise the performance levels of a company by streamlining the new ways in which people work during such a global pandemic period. High performing VTs faces every emerging issue as an opportunity to reach higher heights. Additionally, Afflerbach (2020) asserted that organization can enhance the performance of VTs by supporting process orientations in a web-enabled working network. Process orientation strategies recognise every outcome in terms of set steps and process, which focuses on cause-and-effect analysis. For this reason, adopting proper process orientation in supporting VTs operations has boosted organizational performance and enabled them to survive from adverse effects of the COVID-19 pandemic.

Abarca et al. (2020) also recommended that managing VTs for improved performance requires HRM to adopt a flexible approach to instil discipline among all stakeholders working remotely. Proper discipline will enable all emerging issues to be sufficiently addressed to match the arising needs of a specific situation. A disciplined VTs network fosters effective communication in an organization, thereby facilitating proper management of interpersonal issues within a virtual environment. On the other hand, Haines (2021) revealed that effective communication enhances regular status declaration or reporting to keep ongoing projects visible and transparent within a virtual set-up. Proper communication is critical in any virtual activity

because it facilitates effective scheduling of events handled by people working from different parts of the world. Developing smooth communication within VTs enhances the broader exploration of agenda items, effective decisions, and a good plan of actions. In addition, Román-Calderón et al. (2020) stated that if asynchronous communication is treated as a virtual meeting, HRM will need to utilise a disciplined approach to resolve arising issues and arrive at viable decisions without necessarily meeting synchronously. In this regard, proper facilitation is needed to draw the right people on board with the right information while pursuing a common goal. Román-Calderón et al. (2020) and Abarca et al. (2020) were in agreement by stating that adopting a disciplined approach would effectively address issues, especially in asynchronous communication that allows VTs to come up with viable resolutions to emerging issues without necessarily meeting synchronously. Therefore, the effective synergy of communication across VTs with proper disciplinary strategies improves overall performance aimed at attaining set objectives.

Effective sharing of information can also enhance its performance. For teams to be above the total of their components, they should employ individual's expertise and knowledge to benefit the team. To attain this, teams must effectively share information amongst themselves. Evidence reveals that a team performs well when this happens more (Chartered Institute of Personnel and Development, 2020). Information sharing assists teams to develop a mutual understanding of their tasks and goals. Besides, it assists form social cohesion and trust, which further enables groups to perform well. Despite its significance, study evidence reveals that VTs are less efficient at information sharing. This outcome is achieved when VTs are well established in aspects of individuality, clarity of goals, interpersonal relations, and communications. Team members must understand each other's weaknesses and strengths to effectively share information. Clear goals also help VTs understand the scope of their roles and duties, which facilitates effective information sharing. Importantly, the right communication strategies and channels must be adopted to ensure VTs are well connected and have quick access to relevant information.

While its members share unique information, they generally tend to share little details overall compared to in-person teams (Morrison-Smith and Ruiz, 2020). Ironically, information on connecting and working together with teammates on a societal level is significant to the VTs performance; hence, making efforts to share this enhance its performance.

Sharing of information can be enhanced by building TMS (transactive memory system). A TMS in teams refers to information entrenched in a group's collective memory (Chartered Institute of Personnel Development, 2020). The collective memory performance is like a system of indexing that informs the group which associates understand what. Forming a TMS in teams generally enhances their performance, but VTs are less likely to build one. Chartered Institute of Personnel Development (2020) state that the indirect communication among members, the temporal and physical locations, the absence of previous collaboration as well as the communication impact via electronic media on the groups' interaction all lead to people having less exposure to, and hence information concerning, others' expertise and knowledge.

Research that Sénquiz-Díaz and Ortiz-Soto (2019) conducted drawing on different literature sources regarding knowledge sharing and virtual teams established VTs is a knowledge sharing mechanism that is highly effective in promoting organizational learning compared to the typical organizational learning approach. The findings further reveal that TMS is a key aspect of knowledge sharing in VTs as it ensures that every team member understands their areas of competence. However, for TMS to be established, communication interactions and team building must be strengthened. This finding corresponds with the research that Chartered Institute of Personnel and Development (2020) that identified communication and teamwork as crucial aspects of TMS.

Human resource management can concentrate on different areas for ensuring practical sharing of information. To counteract the VTs tendency to concentrate on process-related knowledge, HRM and managers can schedule time and explicitly ask VTs to share their expectations and feedback on how the group must collaborate during tasks (Chartered Institute of Personnel Development, 2020). HRM can also assist in clarifying teams' expertise by sharing their life or professional experiences and identifying how they may contribute to the group's collaboration and tasks. VTs can gain from tools that support their TMS, including knowledge databases (Chartered Institute of Personnel Development, 2020). HRM can share excellent practices used in other teams within an organization and assist teams in increasing the process of getting an appropriate tool to support their shared information. Case in point, Davidaviciene et al. (2020) and Winter (2020) found that richness of media increases groups effectiveness, efficiency, and the teams' relationship. Cultures showing uncertainty avoidance are less likely to utilize digital media, since such forms of media may not include methods of avoiding uncertainty, such as in-person communication (Davidaviciene et al. (2020)). The application of digital media in individualistic cultures may reduce the influence of the majority, while the influence of the majority in collective cultures remains common. Hence, VTs can overcome this challenge by using anonymity of content, since anonymity enable individuals from socialist backgrounds to share their ideas clearly.

Sharing of information across virtual teams is significant since it enhances performance. ICT helps to support the information sharing process between teams in an organization (Chartered Institute of Personnel Development, 2020). However, it does not remove the need for partnership amid the teams. It acts as an organizational learning catalyst. Therefore, Gibbs et al. (2017) recommend that, future studies must use a wider view of the macro-organizational as well as strategic outcomes to understand how ICT reforms is executed in different teams, communities, and organizations. For example, Davidaviciene et al. (2020) propose the need to study VT information sharing in developing countries' organizations.

2.1.3 Benefits and advantages of virtual teams

As ICT becomes more ubiquitous by the day, many firms have found opportunities to use VTs to enhance their abilities and adapt to the rapidly and constantly changing business environment. According to O'Neill et al. (2016), despite being a new concept to some organizations, VTs have significant benefits to employees, management, and firms. Steinmacher et al. (2013) opined that the use of VTs makes business operations more sustainable by enhancing cost-effectiveness. When using remote teams, Navimipour and Charband (2016) observe that the organization reduces overhead costs, such as expenses on construction or hiring of office space, payment of electricity and office maintenance bills and expenditure on acquiring office equipment and machines as computers and Wi-Fi installation. Since cost directly affects profitability, and the primary objective of any business is to maximise profit, reduction of cost by use of VTs is an effective way of improving business performance.

Research has revealed that over 50% of business organizations target global talents to boost their HR capabilities (Penarroja et al., 2017). Watson-Manheim et al. (2012) observed that in the past few decades, the idea of global talent acquisition and management was only possible for multinational corporations which could operate on an international scale. However, the advent of ICT has made it possible for small local firms to contract global talents without having a physical presence in various labour markets. According to Tang et al. (2011), VTs have eliminated geographical barriers and made it possible for firms to hire workers online and remunerate and train them virtually. VTs have, therefore, provided an opportunity for firms to diversify and widen their catchment area, and they are no longer restricted to choose from skills

within their locality but can hire workers from all over the world (Schmidtke and Cummings, 2017).

Closely related to global talent acquisition is the idea of around the clock operation. Tang et al. (2011) observed that as the organizations employ experts from different geographical locations, they have a chance to run their operations 24/7. Time difference between regions implies that while a section of the team is asleep in Europe, another set of workers is continuing to work on the project in America or parts of Africa. Thus, there is no time limitation (Penarroja et al., 2017). This phenomenon of VTs makes it possible for the company to offer quality and timely customer care to its clients without paying for overtime (Newman et al., 2019). Additionally, VTs promote flexibility for the workers. They can plan their time appropriately and accomplish tasks on time while still interacting with the family and supporting work-life balance.

With the continued pressure of globalization and the need to adopt environmentally sustainable business models, the idea of VTs blends inappropriately (Newman et al., 2019). Steinmacher et al. (2013) posited that using VTs will significantly reduce the negative environmental impact of business as people will be working in the comfort of their homes, reducing the use of vehicles to commute to the office daily.

Considering the ongoing global COVID-19 pandemic, it goes without any doubt that VTs can ensure business continuity during a time of calamity (Caligiuri et al., 2020). According to Morrison-Smith and Ruiz (2020), while many firms closed their operation during the COVID-19 period, a significant proportion of the firms continued their operations online, which ensured they kept afloat, and the virtual workers were not fired. Adiga and Bassey (2021) acknowledged that VTs provided workers' safety during this pandemic since it ensured no physical contact among employees. From this discussion, it is apparent that VTs offer many benefits to firms, environment and employees that cannot be fully enumerated in this section. However, the few merits that have been outlined here are a confirmation that the benefits of VTs cannot be overemphasised.

Gallego et al. (2021) stated that amidst the COVID-19 pandemic, companies have adopted strategies to cut cost in many ways, including reduction of organizations workforce due to the expensive way of life brought by the disease, virtual teams operations implemented by use of internet has helped cut cost. Virtual teams do not require utilities such as electricity, transport, office spaces or transport because the teams work from remote locations. Companies always look forward towards saving cost -- an aspect that virtual teams have proved to be effective because it does not require many resources such as rent office spaces, furniture, and other related items, provide commuters allowance or cafeteria meals. Similarly, Manea et al. (2021) confirmed that organizations that have embraced virtual teams have experienced an increased profit margin amidst the COVID-19 pandemic. Therefore, companies that have opted to use virtual teams have seen a rise in the profit margin, as they have saved more money by cutting costs spent on utilities rather than cutting its workforce. However, Román-Calderón et al. (2021) stated that virtual teams are not bound to talents, capabilities, skills, present in the internal workforce and the surrounding community, the presence of the web has furnished organizations with a diversity of skilled personnel that is just a click away. The movement of people in the workforce from one geographical point to another in the COVID-19 era has proved nearly impossible as some countries have imposed movement restrictions. The incorporation of virtual team's operations has enabled companies to tap skills online since workforce personnel are not required to travel to a central point. COVID-19 is spread through close contact with an infected person, virtual teams have ensured that people remain in their various location, minimising personal meeting. As a result, the inclusion of virtual teams that is internet enabled has managed to tap an entire pool of talents and skills internationally and simultaneously to prevent the spread of COVID-19 (Zaharie, 2021). The loyalty of workers increases with their

involvement in a virtual team as it makes them feel important and, as a result, there is a drastic rise in their productivity. Being focused, companies execute the concept of virtual teams, it saves time used in travelling granting the workers some free hours that can in doing extra work and increase the organization's productivity rate resulting in employees completing more work than when they are required to report in the office (Peñarroja et al., 2020). Many organizations experienced around 40% growth in productivity upon the implementation of the virtual team approach. The COVID-19 pandemic has seen the fall of companies' productivity as many of the workers had been demotivated, and the inclusion of workers in the virtual teams gave them motivation, thereby increasing their productivity rate (Morrison-Smith and Ruiz, 2020). For that reason, the virtual team concept has made workers loyal and, at the same time, prioritised the health of their personnel by ensuring they are not exposed to COVID-19.

2.1.4 Challenges faced in managing virtual teams

Studies have been done to examine the problems of VTs have revealed that significant challenges with online teams are found within the characteristics of VTs (Steinmacher et al., 2013; Tang et al., 2011). Tenzer et al. (2014) observed that since VTs are geographically dispersed, several problems are likely to arise, including lack of trust, social loafing, and possible misuse of the organization's resources. Schaubroeck and Yu (2017) found that human resource managers across various industries have complained about the challenge posed in building trust among virtual team members and between team members and the organization's leadership. Effective communication can build trust, so physical interaction plays a crucial role (Watson-Manheim et al., 2012; O'Neill et al., 2016; Olson and Olson, 2013). According to the definition of trust, it is the willingness of an individual to rely on the actions of others, a concept that enables team members to work with shared perceptions and experiences (Alsharo et al., 2017). Watson-Manheim et al. (2012) opined that VTs are associated with diminished visual cues, which lower trust and increase misunderstanding among members. Additionally, the challenge of trust is compounded by the ad hoc nature of the VTs, which formed on-demand, thus making it challenging to inculcate long-term relationships. Maynard et al. (2012), therefore, admitted that most VTs could only develop swift trust, which is rapidly acquired and easily relinquished.

Social loafing has been defined by Nguyen-Duc et al. (2015) as the tendency of people to make less efforts when working as a team compared to when they operate alone. Navimipour and Charband (2016) have argued that social loafing has become one of the most prominent problems facing VTs. Considering the low level of supervision and monitoring, Tenzer et al. (2014) claimed that employees had developed a tendency of not completing their tasks on time as some may opt to focus on other personal duties. When people fail to accomplish their job shares, it becomes challenging to complete a project as scheduled, especially if the task in question is critical in the timeline (Schmidtke and Cummings, 2017). Recent studies have attributed the high level of social loafing to various factors, including mistrust among virtual team members, lack of motivation and commitment within the team and inadequate or poor leadership (Watson-Manheim et al., 2012; Solomon, 2016; Maynard et al., 2012). Therefore, firms that are considering adopting the VTs approach must first ensure that they have put in place a proper management system that will develop trust and adequately engage the team members in VTs.

In other literature, communication breakdown has emerged as a significant impediment to the success of VTs. According to Tang et al. (2011), VTs depend on ICT for communication, guaranteeing that information will reach the intended target on time. Interaction between the management and the virtual team is made more difficult by organizational and cultural barriers, such as timing and language. Tenzer et al. (2014) observed that some firms only communicate

during working hours; in such situations, it becomes almost impossible for virtual team members to receive feedback on time, primarily if they are operating in different time zones. Moreover, communication among members is likely to be adversely affected by the language barrier, thus requiring a translator (Tenzer et al., 2014). In the absence of a facilitator, there might be no sharing of ideas within the team, thus putting the quality and efficiency of the group at risk.

According to Winter (2020), communication is a major challenge in almost all organizations, but it tends to be more official in VTs than in in-person team, which reduces informal chats and implicit exchange of information. In VTs, it becomes complex to build a common recognition amid members, who may not understand each other's context and norms. Earlier studies on CMC (computer-mediated communication) propose that it is challenging to use different methods of communication as those found in in-person communication groups within VTs Walter (cited in Nydegger and Nydegger 2010). For instance, Marlow et al. (2017) conceptual framework explains that when exchange of communication happens via electronic mail, it could take more time to recall finishing the message by composing additional emails or to recall that an earlier email on the task was actually sent. On the contrary, this may be understood immediately in in-person communication, hence improving the quality for communication. In a VT, a misunderstood electronic mail may remain unaddressed and if a team member does not follow up, process-related information may not be received, and a team member may perceive the other colleague is not fulfilling their duty because they lack trust. Besides, Ruggieri et al. (2013) emphasize that, distrust is triggered by asynchronous communication because of locations and time zones differences, making it challenging to collaborate in VTs. Hence, group members must be updated on current skills and technologies. Besides, highly virtual teams need additional training on technical equipment to participate in VT groupwork, which had direct immense effect on the VTs budget and planning.

However, Walther (cited in Nydegger and Nydegger (2010) assert that there are developments that, as individuals gain more experience in the application of computer-aided communication, they achieve more expertise in filling their text messages with social and task information. Großera and Baumöla (2017) recommend great requirements to manage the complex teamwork dynamics and structures. Their study findings reveal that in the leadership position, management skills and use of technology influence communication. Use of technology from leadership's perception concentrates on appropriate technology for a specific task with continuous assessment and technology deployment as a leadership tool. VT leaders must be trained on proper use of technology. Großera and Baumöla (2017) add that qualifications of leadership must correspond to the group's virtually level concerning various aspects, such as motivation, results, and consistency.

Großera and Baumöla (2017) state that processing of communication is significant when analysing teamwork and VTs in general. Like in conventional teams the Davidaviciene et al., (2020) assert that, commitment to group work and readiness to support the team's functioning are essential aspects. Challenges such as miscommunication in team discussions and the appreciation of various positions must also apply for VTs and be supported. Few supports that can be provided include technology and each VT members' participation. To ensure a successful group work, routines, and standards, should be rated as virtual. These standards comprise the when and how to communicate, means of communication, and the methods and frequencies of using them.

Nevertheless, the presence of these challenges should not be allowed to permanently hinder the adoption of VTs among firms when the benefits can outweigh the drawbacks. Additionally, as observed by Watson-Manheim et al. (2012), VTs have proven to be vital for many organizations during the COVID-19 pandemic and should not be taken for granted. Consequently, the modern

business landscape is increasingly becoming competitive, and firms are being compelled to leverage the power of ICT to maintain their competitive advantage.

Morrison-Smith and Ruiz (2020) revealed that virtual teams are affected by communication important at various workplaces that use electronic mail, chat, and calls among different employees, hence, facilitating interaction among different workers. The correct flow of relevant information that follows the organizational structure ensures that the best-talented individuals are hired, development of communication culture and correct tools are used for various jobs. Shaik et al. (2020) stated that communication challenges that affect virtual teams can be reduced by hiring the right workers. During the process of interviewing potential workers, human resource managers can establish how various individuals communicate because skills related to communication determine the success of various virtual teams. The best method to recruit employees who work remotely is an in-person interview because it establishes how various potential workers communicate through writing and on calls during the interviewing process. Similar views about the challenges experienced in virtual teams were established by Newman et al. (2021) stating that communication barriers that affect virtual teams can be eliminated by senior managers promoting a culture of communication within their organizations. Top-level managers can take the role of leading by example through updating their junior workers regularly, and if such workers are convinced that their leader is a good communicator, they copy such good habits. The ambiguity that affects virtual team's workplace communication can be eliminated by organizational departmental heads who offer guidelines on how different types of messages can be sent using various mediums. Shaik et al. (2020) and Newman et al. (2021) agree that virtual teams depend on technology for successful communication; hence, full-time remote workers can use the best technological tools to reduce challenges they face while working virtually. Some remote workers can conduct research on various tools and determine the best tool that suits their various communication needs, and the organizations can train their different remote workers on the selected tools. Therefore, virtual teams are affected by communication and this challenge can be reduced by human resource managers by hiring the right people, promote a culture of communication and using the best technological tools.

Zaharie (2021) stated that trust and its related elements affect remote workers because their workplaces lack face-to-face interactions with their immediate supervisors, affecting the trust that should exist between managers and their junior workers that fosters an environment of working towards achieving a common goal in their organizations.

Davidaviciene et al. (2020) explain that building trust depends on the cultural background of members. Moreover, a study performed by Turesky et al. (2020) established that trust among team members had positive effect on VT's perceived effectiveness. Unlike conventional teams that build trust through in person interaction, VTs share appropriate and timely responses through ICT and are involved in task-based relationships. When group members trust their partners, the social connection are strengthened and the contribution of sharing information increases (Davidaviciene et al., 2020). However, Chartered Institute of Personnel Development, (2020) state that, trust relies on communication frequency, which is uncommon in CMC. Swift trust amongst VTs is mainly fragile because of the unanticipated differences and disruptions across organizations, culture, distance, and time in CMC teams. VTs that communicate online are less likely to build trust. Yet, confidence builds progressively in in-person groups but follows an informal, random method in VTs. These challenges in building trust have profound outcomes on collaboration, such as uncertainty and unstructured roles, few members ready to take roles, absence of empathy for members, reduced feedback from collaborators and enhanced danger.

Conflict is another challenge in VTs. In John et al. (cited in Morrison-Smith and Ruiz 2020) examination of daily conflict through qualitative research of six company teams, intra-team is

classified as interpersonal (affective), process of task-based (associated with roles). The above three conflicts have been studied in the context of VTs versus in-person groups with mixed findings. Davidaviciene et al. (2020) posit different reasons affect sharing of information, including identity threat that develops from the creation of subgroups. Identities in teams increase due to globalization pattern such as knowledge outsourcing, and experience levels in various nationalities, backgrounds, and culture. These identity differences shape subgroups, which in exchange cause internal conflicts. The conflict develops from position differences that threaten identity of subgroups. Thus, Davidaviciene et al. (2020) conclude that conflict adversely affects the process of sharing information. Ayoko et al. (2012) and Davidaviciene et al. (2020) agree that unresolved group conflicts are likely to affect team performance negatively.

Trust building and conflict management in teams result in enhanced performance. VT leaders in Turesky et al. (2020) state that developing high trust levels and effectively managing relationship and task conflict in teams are essential to VT performance since they are interdependent practices that ensure trust is developed and maintained. The study showed that VT leaders encouraged the expression of conflict amongst group members, justifying that it is necessary for innovation and development. However, Liao et al. (2017) state that, while there are different challenges in managing VTs, studies concentrating on behaviours, tactics and leadership methods used by VT leaders to manage the entire groups performance in the contemporary organization is limited. Additionally, understanding of the precise practices that VT leaders must use to enhance trust between leaders and their followers to address conflict at the team and personal level are not sufficient. Therefore, studies should focus on specific VT leadership practices to manage conflict at all levels.

Feitosa and Salas (2020) highlighted that through practising collaboration and team building, various remote workers understand different working styles and thinking process and fostering development between top-level managers and their juniors who work in virtual teams. The process of team building, and collaboration defines virtual teams, thereby facilitating the establishment of expectations that various teams should work on remotely. Top-level managers can promote virtual teams to use video conference for meeting with their staff, thereby increasing familiarity and building a sense of community through working towards achieving a shared goal. Velez-Calle et al. (2020) said that virtual teams can determine their shared goal that dictates the success of various organizations. The process of establishing virtual teams' goals offers an opportunity for various remote workers to meet physically, hence, providing a chance for various workmates to know each other as colleagues. Similar views about the challenges faced in managing virtual teams were established by Quade et al. (2020) stating that establishing a mission statement facilitates different remote workers to establish benefits associated with achieving a shared common goal and importance of their daily contributions towards the organization; hence, there is a trust between virtual workers and their organizations. Consequently, working virtually limits face-to-face interactions between managers and their remote workers, thereby creating trust issues in different organizations.

Shepherd and Cooper (2020) argued that low productivity is associated with workers who engage in virtual teams due to a lack of daily oversight by their immediate supervisors. Remote workplaces encourage some workers to engage in unrelated activities to their work, affecting their productivity. Abdulmuhsin and Tarhini (2021) stated that supervisors can use regular check-ins to establish the progress of work assigned to various virtual team members. Supervisors of remote workers can set clear expectations for different teams as a way to ensure relevant time is used on organizational work. Managers can develop a process that facilitates one-to-one time to deal with various reports of remote workers, thereby providing sufficient time for such workers to present problems they face at work. Peñarroja et al. (2020) revealed

that supervisors of remote workers should listen to all members of the team, as some might be working long hours to meet the demands of the job. Some workers who are overwhelmed with performing various tasks should be encouraged to follow the official working hours as a measure to maintain quality work while working in remote places. Furthermore, supervisors can often meet with their virtual team members in person to make such workers accountable for their job performance and determine the workload of such workers while guiding and giving necessary support to remote workers. In this regard, various issues such as work overload reduce the productivity levels of most virtual team members.

2.2 Gaps in Knowledge

Existing literature revealed that VTs are becoming a crucial component of HR departments in many firms globally. Moreover, there is enough evidence of the benefits and challenges of VTs to the organization and employees. Previous works have identified some of the strategies that human resource managers in various companies have employed to promote performance among the virtual team members. However, there is little research regarding virtual human resource management, especially in the context of the COVID-19 pandemic. Moreover, despite the idea of the temporary nature of VTs coming within the literature, there was little research to explain the measures taken by HR teams to ensure retention of virtual team members as it may be crucial in making sure that there is the sustainability of service compared to when there is high employee turnover rate. Future research should focus on unearthing VTs influential factors such as cultural differences, team size, and project management approaches to establish remote teams' reliability and retention rates.

2.3 Research Methodology

In the current section, the methodological process has been addressed to adumbrate the choice for the design, methods, data validation, and ethical considerations throughout the investigation.

This section outlines the techniques employed by the researcher in collecting and analysing data. It begins with a highlight on the research philosophy used in the study before explaining the approach. The section then highlights the study design and methodology. Target population, sample size and sampling techniques are also discussed. Additionally, the type of data to be collected and the instruments for obtaining this information are specified together with how they were validated. Finally, the section provides the limitations of the methodology and ethical considerations during the study.

2.3.1 Research Philosophy

This study followed the research onion model developed by Saunders et al. (2015) in establishing the process and data collection and analysis principles. Based on this model, good research is designed from the broader perspective to a more specific concept beginning with research philosophy at the outermost layer to data collection and analysis exercised at centre-most of the model.

According to Saunders et al. (2015), research philosophy refers to a set of beliefs and assumptions a study has regarding the construction of knowledge. Collins (2018) opined that these assumptions are vital for they define every decision a researcher makes towards implementing a project. Saunders et al. (2015) observed that three main assumptions should be considered in a study: ontology, epistemology, and axiology. Ontology is concerned with reality, and the research must define clearly what is considered accurate data in the study (Saunders et al., 2015). On the other hand, epistemology is concerned with knowledge in which

the research decides on what is acceptable, valid, and legitimate knowledge and how this information should be disseminated to other people. Finally, axiology addresses the researcher's attitudes towards values and ethics in the study.

Saunders et al. (2015) argued that five research philosophies are constructed from these three basic assumptions, namely positivism, realism, interpretivism, postmodernism and pragmatism. Positivism emphasises the researcher's objectivity and believes in observable social reality, which aims to produce law-like generalisation with a promise of unambiguous and acute knowledge construction. However, its failure to recognise the human aspect implies that it cannot be adopted in this study focusing on HRM. On the other hand, realism is equally rigid and more concerned with historical situated facts, which does not suit the current research (Saunders et al., 2015). Pragmatism lacks the structure and organization of thoughts systematically since it delineates itself from all the existing assumptions and was not considered in the study (Sreejesh et al., 2014). Consequently, postmodernism is more focused on offering equal opportunity for the minority, which does not resonate with the current research.

The study applied interpretivism as the primary research philosophy as it not only considers human input but is also value oriented. Collins (2018) observed that this philosophy follows a complex and culturally constructed reality through language, and this aspect will immensely contribute to the current phenomenon under study. Moreover, the ability of the philosophy to incorporate both qualitative and quantitative approaches make it best suited for the current research that is focusing on a management role, which encompasses both scientific and human elements (Sreejesh et al., 2014). Saunders et al. (2015) acknowledged the axiological stance of interpretivism, arguing that its value-bound approach makes it the best alternative to study human actions and thoughts. However, according to Ryan (2018), interpretivism has been criticised for overemphasising subjectivity, especially on the researcher's side since it considers the researcher's interpretation to be the reality. Nevertheless, the current study did not venture into the extremity of the philosophy but restricted the interpretations to the data gathered. The researcher, however, respected the rights of participants as stipulated by the value-oriented interpretivism philosophy.

2.3.2 Inductive Approach

The study employed an inductive approach, which used the existing premises to construct a theory on the phenomenon under investigation. According to Pham (2018), in management, particularly the VHRM, creating reliance and high retention of remote teams requires information from the managers to establish the concepts used to promote VHRM. Saunders et al. (2015) further posited that the inductive approach is concerned with the context in which events occur and works best with smaller samples. Moreover, its connection to humanities and preference for subjectivity made it more likely to be informed by interpretivism (Collins, 2018). Making new conclusions was of significant relevance in the current study, primarily because it was conducted under peculiar circumstances of the COVID-19 pandemic that have led to the increased adoption of remote teams' operations in many organizations.

2.3.3 Mixed Methods

The study applied a mixed-method approach which included both qualitative and quantitative techniques. Sanders and Khahlia (2018) opined that the premise of a mixed research methodology is to permit a more complete and synergistic use of data rather than applying either qualitative or quantitative methods separately. Despite originating from social sciences, mixed research has been recently applied in business and management studies (Saunders et al., 2015). Pham (2018) observed that mixed methodology allows the researcher to advance rigour

and provide detailed interpretations regarding the phenomenon of interest. Additionally, while this method permits the inclusion of in-depth analysis of the phenomenon by allowing flexibility in data collection, the quantitative aspect increases the ability of the researcher to communicate the findings easily by the visualisation through diagrams (Ryan, 2018).

Consequently, Alsayed (2016) recommended a mixed research approach due to its supplementing abilities in that one quantitative approach can compensate the weaknesses of qualitative methods and vice versa. Therefore, the approach ensures that the study does not overlook important information, but at the same time, it does not overemphasize details at the expense of objectivity and the need for preciseness (Saunders et al., 2015). However, despite the strengths of the mixed research approach that have been enumerated above, it is imperative to note that there is also a weakness associated with it. For example, Saunders et al. (2015) observed that mixed research might be time-consuming as the study has to deal with two sets of data that may take time to analyse and interpret. Additionally, the analysis of qualitative data might be costly considering the need for transcription and coding process. Finally, Ryan (2018) opined that mixed methods might compel the researcher to hire an expert, especially when analysing and interpreting qualitative data.

Fox et al. (2014) theorized that four common designs could be employed alongside mixed methodology. Since mixed method encompasses both qualitative and quantitative aspects, it is prudent to find a systematic way of analysing and interpreting the data resulting from these methods and avoid confusion, omission, or duplication of information (Omair and Aamir, 2015). For this study, the research adopted a triangulation design. The choice was informed by its ability to handle qualitative and quantitative data concurrently, thus saving time and resources (Omair and Aamir, 2015). Saunders et al. (2015) opined that triangulation is the most commonly used design in mixed-method research that aims to obtain diverse but complementary data on a topic to understand the research problem better. According to Pham (2018), this design is used when the researcher wants to compare and contrast the quantitative results with the qualitative findings. More specifically, the study opted for a multilevel research model of triangulation. Alsayed (2016) recommended it due to its ability to merge the qualitative and quantitative methods within the system at the interpretation stage. Therefore, it allowed the researcher to collect and analyse both qualitative and quantitative data separated and only merge them at the discussion stage, thus saving the time that would have been used for other variants of triangulation.

2.4 Data Collection

The study targeted primary data, which was both quantitative and qualitative. Sanders and Khahlia (2018) opined that primary data is preferred to inquire into a current phenomenon because it gives first-hand information on a situation. Moreover, it enabled the researcher to reveal the actual state of affairs on the ground, thus influencing decision-making based on the present information. According to Schoonenboom (2017), primary data can accommodate drastic changes that occur about the phenomenon during the study and capture new knowledge during the data collection period.

2.4.1 Research Design

Two instruments were used to collect data in the current study. Exploratory qualitative research design was employed using semi-structured interviews and a purposive sampling approach. Additionally, self-administered structured questionnaires was employed using Cochran's formula for determining the ideal sample size.

Semi-structured oral interviews were used to collect this formative qualitative research data. The semi-structured interview guide was developed as seen in Appendix B. The initial questions on the guide helped to explore participants' perceptions and attitudes towards COVID-19 and virtual human resource management. Additional questions on the guide assessed the impact of these perceptions and attitude on the remote working and reliability or productivity and retention of participants. It is important to note that the interview was governed by the interview guide to ensure that the essential points had been discussed, but this semi-structured type of guide allowed the interviewer to change the order of the questions, go deeper into specific subjects or skip over some questions altogether, depending on the discussion with the respondent. All semi-structured interviews were conducted online via Zoom or Microsoft Teams software. Interviews were scheduled at the participant's convenient day and time. Interviews were anticipated to begin on 1 July 2021.

Interview research instruments are commonly chosen in qualitative data because of flexibility of response. The participants can give detailed information that could otherwise be left out where other tools are used (Saunders et al., 2015). Additionally, Bell (2019) opined that interviews allow the researcher to interrogate further and seek clarification on responses. Consequently, interviews were best suited for the current study because they could be conducted remotely, thus enabling the researcher to comply with COVID-19 protocols of social distancing. According to Schoonenboom (2017), interviews incorporate the humanistic aspects of the study by allowing the respondents to express their feelings and attitudes on the phenomenon.

Nonetheless, Moon and Blackman (2014) expressed concerns on the time-consuming aspect of interviews, arguing that this instrument may lead to the wastage and gathering of irrelevant information due to openness and flexibility. However, the researcher addressed this weakness by restricting the interview schedule to 20-25 questions, most of which was structured. The interviews were tape-recorded to avoid waste of time in taking notes. The research allowed for flexible interviewing schedules to ensure that they do not interfere with the respondents' programmes. Additionally, to ensure proper time management, the researcher limited the duration of single interviews to between 30 and 60 minutes so that both the interviewer and interviewee can focus on the content needed and avoid many distractions. Generally, data collection was adversely affected by the COVID-19 outbreak as it restricted the movements and options of the researcher.

Self-administered structured survey questionnaires were employed because they were timesaving as the questions are structured to generate specific answers to research objectives (Saunders et al., 2015). Furthermore, Woldemicheal et al. (2017) argued that questionnaires are cost-effective because they do not need the physical presence of the researcher to gather data. Appendix A refers to the survey questionnaire that has been designed with 6 general survey demographic questions, 10 sections with between 5-10 closed-ended multiple-choice sub-questions in each section in order to facilitate quick responses. Overall, the survey generated 82 multiple-choice responses and 2 short answers, via an input textbox field, from each participant. The surveys were administered online via Qualtrics online survey mailer software, thereby distributed online, and left with the respondents for one to two months to allow for an adequate sample size enough time to fill them. The online approach was used due to the current restrictions on movement occasioned by the COVID-19 outbreak.

The supplementary research data was accessed from secondary sources including textbooks and journals. The sources were accessed from different databases such as JSTOR, OECD Library, Google Scholar, and EBSCO. The search strategy was based on the keywords such as COVID-19, remote working, virtual human resource management, retention, reliability, and job

satisfaction. The keywords were developed from the research questions and main objectives that focused on ensuring appropriate articles are extracted and used.

2.4.2 Validity and Reliability

The researcher tested each instrument for validity by subjecting them to scrutiny by the experts in the area of the research led by the project supervisor. The tools were tested on a mock sample to identify any possible discrepancies. The questionnaire was tested for internal consistency using the Cronbach's Alpha (CA) test. Additionally, both instruments were subjected to a test-retest process to ensure that they were reliable enough. Bell et al. (2019) defined reliability as the ability of a research instrument to give the same results when used repeatedly on the same subjects. Considering that the findings of this study are likely to be relied upon by many scholars and practitioners, ensuring that reliability and validity are paramount.

The researcher applied the Cronbach alpha test in order to test for the reliability of the data that the questionnaires would collect (*Reliability and Validity*, n.d.). The method focuses on internal consistency or reliability measurement between various items, measurements, or assessments. In other words, it estimates the reliability of survey response (or questionnaire area), instrumentation, or rating assessed by subjects indicating the stability of the tools are dependable. The alpha of Cronbach's alpha varies between zero and one, and the higher values mean that the items measure the same dimensions (Sullivan, 2011). If the alpha value of Cronbach is low (close to 0), however, it signifies that some or all of the elements do not measure the same size. The main reason for the test is to realise how closely the data is related.

The researcher applied the test-retest method to check for the reliability of the interview questions (Bolarinwa, 2015). The researcher chose the method because it provides consistent results in testing (Bolarinwa, 2015). The researcher then used the Intraclass Correlation method of the two classes to check how reliable the results could be.

For checking the validity of the data, the researcher used the Pearson correlation (r) method. The method fits the situation as all the data in the questionnaire are numerical or can be converted into numeric. This method was also used to verify if the interview data was valid for the study. The reason is that it tries to measure the relationship between the variables, which is vital for this study (Yeager, 2013).

As per the summary in Table 1 below, the results of the reliability tests indicate that data collected by both the survey questionnaire and the interview research instruments will be reliable to a greater extent. The data will also be considered valid, due to the fact that both research instruments significance value during validity testing was within the expected range.

Table 1: Summary of Reliability and Validity Tests in Appendix C

Research Instrument	Category	Sub-Category	Number of questions per sub-category	Number of sample responses	Summary of reliability testing	Summary of validity testing	
Survey Questionnaire	I.	Virtual Human Resource Management During COVID-19	a. Questions related to measures taken by an organisation for employee safety and welfare.	9	10	CA 0.997 ∴ Reliable	r <0.05 ∴ Valid
		b. Questions related to the quality of interactions when dealing with the organizational HR team virtually.	11	9	CA 0.996 ∴ Reliable	r <0.05 ∴ Valid	
		c. Questions related to the measures taken by the organisation to adapt to change during the COVID-19 remote working.	9	9	CA 0.960 ∴ Reliable	r <0.05 ∴ Valid	
	II.	Impact On Remote Working And Employee Reliability	a. Questions related to the work from home policy of an organization.	4	9	CA 0.979 ∴ Reliable	r <0.05 ∴ Valid
			b. Questions related to remote working experience.	10	9	CA 0.996 ∴ Reliable	r <0.05 ∴ Valid
			c. Questions related to the distractions employees are facing while working from home.	12	9	CA 0.997 ∴ Reliable	r <0.05 ∴ Valid
			d. Questions related to the impact of the epidemic on the performance appraisal of work from home.	10	9	CA 0.984 ∴ Reliable	r <0.05 ∴ Valid
			e. Questions related to the feeling of the effects remote working has on them.	6	9	CA 0.997 ∴ Reliable	r <0.05 ∴ Valid
	III.	Impact On Employee Retentions	a. Questions related to the recommendation of the employers to friends on job opportunities and retention ability at current work.	7	9	CA 0.981 ∴ Reliable	r <0.05 ∴ Valid
	Semi-structured interview	I.	Interview	a. General Perceptions and attitudes towards COVID-19	2 - 5*	9 (based on the minimum essential points in the interview)	Test-retest Method Intraclass Correlation Coefficient = 1.000 Internal consistency ∴ Reliable
b. Perceptions on virtual human resource management during COVID-19				2 - 5*			
c. Assess the impact of these perceptions and attitude on the remote working and reliability or productivity				3 - 8*			
d. Assess the impact of these perceptions and attitude on the retention of participants				2 - 4*			

*Minimum to maximum number of questions on the interview guide that cover the essential points (questions may be skipped or added depending on the interview discussion).

Source: Author

2.4.3 Population and Sampling

As the survey was sent via Qualtrics online survey mailer, it was possible to send the survey to a random population. Random sampling is a sampling technique in which each sample has an equal probability of being chosen.

Different strategies can be used according to the necessity of the research work to determine a representative sample size from the target population. The use of various formulae to determine required sample sizes under different situations is one of the most important strategies. Cochran (1977) developed a formula for calculating the sample size with the population size is unknown, or infinite.

Equation 1: Cochran's Formula for Sample Size with Infinite Population

$$n_0 = \frac{z^2 * p * q}{e^2}$$

Where, z is the desired level of precision, also known as the margin of error, p is the estimated proportion of the population that has the attribute in question, $q = 1-p$ and the z value is found on the Z table based on the level of confidence desired.

If we wanted to calculate the maximum sample size required for the survey questionnaires, we would use an infinitely large population and assume the degree of variability is not known. Assuming the maximum variability, which is equal to 50% ($p=0.5$) and taking 95% confidence level with $\pm 5\%$ precision, which gives us z value of 1.96, as per the normal tables, the calculation for required sample size would be 384 participants.

Ensuring 384 participant responses can be challenging due to the relatively low response rate often experienced by surveys. Therefore, it was important to choose the most appropriate population size that would not lead to wastage of time, money, resources, etc. If the population size is known, we would use Cochran's formula in Equation 2 below, which means that the sample size can be slightly reduced. Based on this formula, we can see that we would need to send the survey to at least 750 individuals, in order to ensure the required sample size of 254 participant responses, that is needed to be able to draw accurate conclusions based on this survey data. The calculations for both equations can be seen in the summary table below (Table 2).

Equation 2: Cochran's Formula for Sample Size with Finite Population

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

Table 2: Sample size calculated for different population sizes

Variables	Values (Equation 1)	Values (Equation 2)
Population Size (N)	-	750
Z Score (z)	1.96	
Margin of Error (e)	0.05	
Proportion of the Population (p)	0.5	
Q Value (1-p)	0.5	
Sample Size (n)	384	254

Source: Author

The interviews targeted working professionals who have been involved in VTs in their organizations, or who have dealt with human resource management team virtually during the COVID-19 pandemic.

Purposive sampling techniques were used to choose the interview participants. Sanders and Khahlia (2018) recommended this approach due to its ability to select individuals with rich experience and knowledge on the phenomenon under investigation. Moreover, Welbourne and Theresa (2012) observed that purposive sampling helps ensure that only those people who are willing to participate in the study are incorporated into the sample. Considering the pressure associated with the COVID-19 restrictions, it became imperative to be more sensitive to the respondents' need for flexibility and only include those interested in the study.

The research focused on individuals in the Dubai Emirate of the United Arab Emirates across multiple sectors. The Dubai Emirates was selected as it a major business hub and economic capital of the Middle East, and many global businesses and corporations have established a presence in the area via a headquarter in Dubai. Additionally, because of its flexibility with the remote teams, especially when marketing and delivering services, as it is known for attracting skilled professionals, in particular in the high technologies and trade sectors. Furthermore, it has a very large expatriates 'community of which most are employed in large corporates, as these residents would need a work permit in order to obtain the necessary residence visas. A sample of 24–30 interviews was conducted, amongst which five employees were from the management level.

Table 3: Study participants for interviews

Interview Participants	Sample Range
Young adults (21-38 years)	8-10 (min. 4 male and 4 female)
Middle-aged adults (39-56 years)	8-10 (min. 4 male and 4 female)
Older adults (57-65 years)	8-10 (min. 4 male and 4 female)
Sample Size	24-30 participants

Source: Author

Interview participants have been grouped together based on their generational cohorts. Eger et al., (2021) classify individuals into 3 main generational cohorts, namely: “Baby Boomers” who were born between 1945 and 1964; “Gen X” individuals born between 1965 and 1982, and “Gen Y” individuals who were born between 1983 – 2000. “Baby Boomers” are currently aged

from 57 to 76 years old, but as per our exclusion criteria for this study, we capped the individuals in the age group to a maximum of 65 years of age as that is the general working age before retirement. Using generational cohorts to group the study participants gave a base to explain the differences in work values, employees' attitudes, etc., as they can provide a way to understand how different generational formative experiences may have shaped those individuals' view of the world.

Interviews ceased once data saturation had been achieved. Data saturation is the point when no new themes emerge from the additional interviews. The major themes included a general discussion about participants' knowledge and perceptions about the COVID-19 pandemic, perceptions on their human resource management department, and its impact on their remote working productivity, reliability, and retention.

Data collection occurred concurrently with data analysis to determine data saturation point. The audio recordings of the interviews were transcribed within 24 hours of the interviews.

2.4.4 Eligibility criteria

The following were the criteria for inclusion and exclusion of study participants:

Inclusion criteria:

- Participants must be between the ages of 18-65 (working ages)
- Participants must be professionals who have had a career in a corporate environment and have experience interacting with a human resource management associate (not necessary to be currently employed).

Exclusion criteria:

- Participants who refuse to participate in the study.
- Participants who are under the age of 18 and cannot provide consent.
- Participants who do not have experience working in a corporate with human resources departments.

2.4.5 Data Analysis

The study was dealing with two sets of data that are quantitative and qualitative. Since the researcher opted for a multilevel triangulation design, the two types of data will be analysed separately.

All survey questionnaire results were exported from Qualtrics into Excel for aggregation according to the research themes as well as for further analysis.

Scientific software Statistical Package for Social Science (SPSS) was used to generate descriptive statistics from the quantitative data. SPSS was preferred due to its availability and the researcher being experienced in operating it. Moreover, Moon and Blackman (2014) argued that SPSS could produce inferential and descriptive statistics, an element that makes it suitable for social sciences and business. Descriptive statistics are preferred in this study owing to the fact they are not only easy to generate but are also good to interpret and understand.

The researcher used thematic analysis (TA) for the qualitative data. TA is recommended for such cases, especially those emanating from the interviews as it takes a systematic approach to ensure that all relevant information is captured in the results (Omair and Aamir, 2015). The recordings were be played, carefully listened to, and transcribed.

An iterative process was employed in order to ensure data is labelled and new categories were generated to identify emergent themes. The recorded text was divided into shortened units and labelled as a 'code' without losing the main essence of the research study. Various such codes were identified, and various themes selected before the information can be categorised under each theme. However, TA has been criticised by Woldemicheal et al. (2017), arguing that it is a challenging process that consumes much time. Nonetheless, the researcher put this weakness into consideration and started the work on the qualitative data in advance to ensure proper utilisation of available time. After the data had been separately analysed, it was triangulated to ensure that the findings were merged to achieve the primary research objectives. This process provided no specific data that have been left out in the analysis process.

Mishra, Pandey, Singh, Gupta, Sahu, and Keshri (2019, p.67) noted that descriptive statistics are very important in data analysis as they show the characteristics of the data and unearth some underlying features. For this reason, they were employed in this study to offer insights into the features of the quantitative data collected. However, regardless of the main intended type of analysis, descriptive statistics should be used to determine the characteristics of the population (Kaliyadan & Kulkarni, 2019, p.87). According to Kaliyadan and Kulkarni (2019, p.87), measures like percentiles, averages, medians, standard deviations, ranges, histograms, and modes are some types of descriptive statistics.

This study found the sentiments by those two studies very crucial and therefore employed descriptive statistics to understand the features of data collected. The quantitative data was the one to undergo descriptive statistics test to determine its characteristics. The descriptive statistics included measures of central tendency, measures of variability, correlations, and regressions. These statistics are useful for the researcher as it analyses the summary statistics to uncover the summary features of a collection of information or data. The tests used were for the mean, standard deviation, and range. While the mean highlighted average levels of all variables studied, the standard deviation identified how the variables vary. On the other hand, the range determined the difference between the highest and the lowest values in the variables. It was therefore another indicator of variability. Such information helped understand how the variables measured vary, determining predictability and consistency in the variables. Graphs were also drawn from frequencies

In addition to the descriptive statistics, a multi-dimensional analysis was done. This enabled a more profound analysis to help look at employee retention and remote teams' reliability from different perspectives. The multi-dimensional analysis involved looking at the country's influence, the nature of an organisation and the industry in which the firm operates, and how they impact the relationship between the dependent and the independent variables. Understanding the influence of these factors enabled proper drawing of conclusions from the study, which would be very specific and crucial. The analysis was conducted because it is understood that different countries, industries, and businesses have some distinguishing specific features which can affect the study results. It was thus important to identify patterns in characteristics deeper in responses from similar units. The similarity was being in the same country or same industry and formed the basis of the multi-dimensional analysis.

Several statistical methods were available for use in the data collected. There were two types of data, quantitative and qualitative, and each was analysed differently. Quantitative data was analysed using quantitative techniques, while qualitative was analysed through content analysis and thematic areas. Quantitative data was first be summarised in excel and then uploaded to an SPSS software. Descriptive statistics, correlation matrix, R^2 , regressions (including multiple linear regression (MLR)), and ANOVA was then be used to analyse. Descriptive statistics was used to identify some features of the data, while correlation analysis was used to help identify how variables are related to one another. Therefore, it showed how variables were likely to

impact one another and facilitate analysis and decision-making. Regressions are a powerful tool that helps further group data together so that the data can be used to make informed decisions. Regression analysis identified the exact mathematical relationship between the dependent and independent variables. It was possible to tell by what proportion the dependent variable changed for every unit change in any of the independent variables. R^2 was used to determine the degree to which the independent variables explained changes in both remote teams' reliability and retention rates. The degree identified helped in also showing the percentage of changes in the dependent variables that were due to variables outside the study.

Although Langmann (2018, p.149-156) indicated that significance test is no guarantee of a universally valid outcome, it is a test this study, and others, cannot afford to miss. This test was done using the ANOVA test, which was interpreted at a 95% significance interval. The test helped show the significance of the model in predicting remote teams' reliability and retention rates, using the independent variables in the study. The test was noted by Gelman (2005, p.1) to be extremely important when conducting either an exploratory or even a confirmatory analysis of data. A lower significance level would have showed that the variables cannot reliably influence the remote teams' reliability and retention. All these tests were done using the SPSS software

For the qualitative data, thematic analysis ensured that all relevant information is captured by following steps 1-4 as outlined below:

1. Identify and familiarize with data
 - a. Recordings played, listened to, and transcribed.
2. Identify codes
 - a. Initial coding/opening coding
 - i. Large quantities of raw qualitative data are focused and labelled during coding
3. Iterative comparisons
 - a. Find the themes in data (groupings or trends)
 - i. Re-examine the initial coding and further focus the data into
 - ii. Category development
 - b. Finalize themes
 - i. Previous coding is further studied to develop highly refined themes
 - c. Review each theme
 - i. Theories emerge from saturated categories and themes
4. Document Analysis
 - i. Categorized data is analysed, and emerged themes reviews for a final document analysis
 - ii. After the data had been separately analysed, it was triangulated to ensure that the findings were merged to achieve the primary research objectives

This analysis aided in supplementing the quantitative analysis in producing superior results. They assisted in determining the reasons behind the relationship identified between the variables under study. The identified relationship was then be compared with existing literature to offer insights on points of divergence and convergence, which were crucial in research.

2.4.6 Ethical Considerations

The study that involves human beings as subjects is considered ethically sensitive. The current research will observe the necessary ethical protocols. Confidentiality is one of the essential elements regarding research ethics. Therefore, all the respondents were be assured of the

confidentiality of the information they provided and encouraged not to write their identification details on the questionnaires or during the interviews. Study participants were assured that their information will remain confidential and that no identifying features would be mentioned on the transcript. This initiative ensured the anonymity of the participants during the study.

Additionally, all respondents were required to read and sign electronic informed consent forms as a declaration that they willingly took part in the survey.

Consent was taken over the call before the interview began, where they agreed that the interview would be audio-recorded and that written notes could be taken. They were made aware that the interviews will be recorded for future analysis. Furthermore, they were informed that sections of their interviews might be quoted in the report or published in academic articles.

3. Analytical part

The chapter comprises two major sections that include analysis and interpretation of the results and a discussion of the findings in correlation with the previous literature which in this case will be presented in resonance with the research questions. This section details the findings from the; questionnaire and the semi-structured interviews that inform the research question after which the discussion will show an interpretation of these results following the literature used in the literature review.

3.1 Qualitative Results

Twenty-five interviews each with an average time of 19:03 seconds were conducted among the respondents. Eight of the participants held management positions, as compared to the 5 expected in the sample population calculations. The interview sought to assess the perceptions on the COVID-19 pandemic, VHRM during the pandemic, and the impact of these perceptions based on working from home and retaining employees.

The basic information section of the interview captured demographics of the respondents namely; Age Group, Sex (Male / Female), Occupation, Educational level, Locality. Three age groups were considered (21-38, 39-56, and 57-65) with 68% falling in the first category, 32% in the second, and 0% in the third. (See Table 4 in Section 3.3 for more details). The majority of people were within the age bracket 21-38 that constitutes youthful employees at different organisations. The interviewed participants consisted of 36% males and 64% females, and 32% of the participants held management positions. Moreover, basic education information was also gathered and 57% of the interviewees have attained a bachelor's degree or higher.

Collected data was analysed qualitatively through thematic techniques to address the main objectives of the research. The total number of the participants was 25 and were coded as AX, WB, CV, TE, FS, GR, QH, IP, JW, JO, KN, LM, ML, KN, JO, PI, QH, GR, FS, TE, UD, VC, BW, AZ, AN and RG, as can be seen in Table 35 in Appendix D. The respondents were active professionals occupying different jobs. We had teachers, accountants, financial managers, logistics, graphic designers, freelancers, amongst others.

3.1.1 Themes from the data

The themes from the analysis are (a) general perception and attitude towards COVID-19; (b) perception on virtual human resource management during COVID-19; (c) impact of the respondents' perceptions and attitude on the remote working and reliability on productivity; (d) the impacts of the respondents' perception and attitude on the retention of participants.

3.1.1.1 General perception and attitude towards COVID-19

When asked about how the participants feel about how much knowledge they had about COVID-19, 76% thought they were knowledgeable or highly knowledgeable (Figure 29 in Appendix D). The respondents were asked about where they gained the knowledge about COVID-19, 64% mentioned news and 36% mentioned social media (Figure 30 in Appendix D). Many interviewed workers are highly knowledgeable about COVID-19 and have all relevant information that can help protect them against contracting the virus. Concern and knowledge of the pandemic among employees has been raised by the news and media based on the numbers of cases and protection measures employed. While it is important that the employees are informed, information circulation has also added onto their mental stress and anxiety as well.

To further assess attitudes and perceptions, the respondents were asked about their initial reactions to the pandemic, especially the spread of the virus, to which 56% were filled with shock and 36% of them, anxiety (Figure 31 in Appendix D). During the interviews, the participant responses regarding the current COVID-19 numbers indicate that 2% of the respondents believe the numbers reflect the reality about the virus and are afraid and concerned by the number of cases, whilst 52% were optimistic about government control and mitigation through measures like lockdowns (Figure 32 in Appendix D).

The pandemic also left many people shocked, frustrated, stressed, depressed and angry. This was according to the response from the respondents concerning the question about their initial reactions when they first heard about the COVID-19 disease. For instance, respondent AX stated, *"I was shocked to find out about a deadly virus. Scared that it is contagious and deadly. Angry at the conspiracy theories that it is a man-made virus and was leaked deliberately"*. From respondent AX, it is clear that conspiracy theories about the causes of the COVID-19 outbreak being linked to humanity's carelessness have really angered the public population. Basing in mind that Ebola is also one of the killer diseases globally, especially in the western part of Africa, it is always controlled fast. The respondents, therefore, thought that virus would as well be controlled the way Ebola is managed. The pandemic, therefore, left many people disturbed mentally, especially the healthcare frontline workers who are fighting this deadly virus.

3.1.1.2 Perception of virtual human resource management during COVID-19

Perception of the virtual human resource management during COVID-19 was as well further divided into different sub-themes. The first sub-theme was challenges faced by the organisation and those challenges experienced working home remotely; the second sub-theme was touching on the rate of adoption of the virtual teams by the HR departments of companies, the third one was the possible challenges faced by human resource managers as they execute their roles of controlling and monitoring virtual teams, the fourth sub-theme was concerning the sort of help or support that is provided to enable workers together with their families cope with the pandemic situation.

3.1.1.2.1 Challenges faced by the organisation and those challenges experienced working home remotely

Respondent AX stated, *"both work and life balance were a major challenge, trying to ensure that as an employee you are productive working from home especially during isolation/lockdown when all the kids were home as well."* Respondent GR reported, *"the industry that I was working for took it the hardest and had to leave the tourism industry."* This shows that the respondent lost their job, forcing them to change industries. In addition, respondent JO stated, *"being a self-employed, COVID-19 was a big impact on the company that I was owning since I was photo shooting people."* Some people were negatively affected, especially due to increased working hours which came with tiredness hence stress to workers. The long working hours also reduced socialisation hence bringing loneliness as well.

The main ideas around virtual HR management during COVID-19 revolve around working from home. Many are concerned about the life balance and the interferences from the daily operations. The majority of the respondents (68%) believe that working from home is challenging because of the difficulties within home environments and interferences from other family members, which is illustrated in the word cloud in Figure 1 below. Business continuity has become more difficult according to 20% of the respondents.

Figure 1: Word cloud of interview responses to COVID-19 major challenges



Source: Author

3.1.1.2.2 The rate of adoption of the virtual teams by the HR departments of companies

The respondents talked about investing in new tools to support innovation; the companies also had to practice collaboration to have a smooth running of their day-to-day activities. Respondent AX stated, “*my company invested into new tools for team collaboration such as Microsoft Teams and soft skills trainings to ensure effective community virtually*”. Investment in reliable tools and provision of adequate skills was an important role taken by companies. In addition, respondent QH broadly argued, “*the company that I am working for invested in new tools to support the employees and also conducted training on Zoom.*” This shows the level of effort that the VT adopted to ensure that the companies continued to run despite the situations that they had been subjected to by the pandemic.

Also, some of the respondents felt like the companies had done very little when it came to equipping the workers during the pandemic period. For instance, respondent IP said that “*there is lack of co-operation between departments. The lack of co-operation had led to over stacked applications and data redundancy.*” Respondent QH said that “*the HR team in the company that I am working in is completely useless since there is nothing that the team is practising to enhance workers continue discharging their duties even from home.*” Respondent KN also added that “*there is no adoption at all.*” Therefore, some other companies are seen as having a very slow rate of adoption of the virtual teams by the HR departments and not making impactful moves towards responding to the pandemic outbreak.

As opposed to Mira et al. (2021), the findings indicate that the adoption of technology has made work-life balance more hectic. Considering the rate of adoption of new changes due to the pandemic, 48% of the respondents preferred new technology and 2% were simply struggling with the stability and sustainability of the organisation.

Also opposing Ipsen et al. (2021), the findings show that adoption of virtual technology has a possible negative impact on organisational culture and yet agree that the reduced social interaction may cause reluctance.

The interviewees were asked about the adoption rates of virtual teams compared to physical teams, and most of them argued that it mainly depends on company training and availability of new tools. The researcher, therefore, discovered that despite having a number of companies making efforts to ensure that there is a continuous smooth running of their companies by making positive adjustments, some companies were still far much behind in matters technological advancements, which was bringing frustration amongst those companies' workers.

Figure 2: Word cloud of interview responses to virtual teams' adoption rate



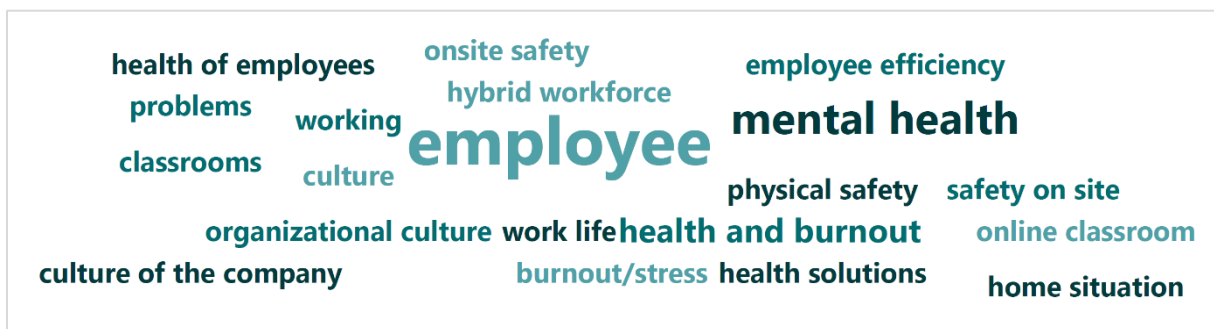
Source: Author

3.1.1.2.3 Possible challenges human resource managers face as they execute their roles of controlling and monitoring virtual teams.

Participant AX stated that “*the HRMs goes through a lot especially the time they are maintaining the organisational culture, helping employees speak up when required, addressing concerns (being available for users to approach virtually on private/confidential matters), upskilling users in an online classroom setting*”. The HRM, therefore, are not left behind when it comes to facing challenges that come along with COVID-19. They have a lot of responsibilities that involve taking care of the workers and taking care of themselves. The COVID-19 has had a stress impact on the HR managers. Respondent IP stated, “*employee mental health, career progression and development, burnout.*” The COVID-19 had brought mental challenges to the HRMs mental health due to overwork, leading to long working hours. Respondent KN also provided feedback stating that “*the HRMs goes through challenges that are mainly associated with maintaining organisational culture, addressing employee mental health and burnout, addressing physical safety on site.*” This poses a lot of work for the HRMs, which leaves them tired and stressed people.

Overall, it is clear from the interview that when asked what they think are some of the most challenging things faced by human resource managers as they execute their roles of controlling and monitoring virtual teams that 56% of the managers mentioned mental health (burnout, work/life balance) and 24% mentioned corporate culture (Figure 3).

Figure 3: Word cloud of interview responses to HRM challenges



Source: Author

Mental health remains a significant challenge in the virtual HRM practices not only for employees but for managers too, and the ability to balance work and life is even harder regardless of the precautions. Employees are able to notice certain weaknesses in managers, such as inability to communicate effectively or handle conflicts.

3.1.1.2.4 The sort of help or support provided to enable workers and their families to cope with the pandemic situation.

The participants also identified different sorts of support that is provided to them together with their families that helps them cope with the pandemic situation. For instance, respondent AX states that “we receive support via a call centre (external company), medical insurance coverage for mental health consultations and counselling, financial advisors. Company sent all employees masks, gloves, sanitiser via a courier service and ensures all users have completed a mandatory online COVID-19 course.” This is a very important move taken by this company. The wellbeing of employees is very vital, especially during the COVID-19 period. Mental health guidance is also very important without forgetting physical health as well. Another respondent, KN, stated, “hygiene kits are regularly supplied by the company and psychological support.” This support to the workers serves as a form of motivation since they can see that they are being taken care of. Every company, especially during this time, has to ensure that employees are fully protected against contracting COVID-19. Respondent LM highly acknowledges support through the 3rd party and also family support. Another respondent, QH, stated, “regular sanitation and on-site vaccination.” This boosts the confidence of the workers to interact at the workplace and discharge their duties freely.

Responses on pandemic support indicate that safety equipment and support call centres have effectively worked in many institutions (48%). Other employees mention employee financial compensations and other medical insurance support that play a significant role in helping workers cope with the pandemic.

Figure 4: Word cloud of interview responses to pandemic support



Source: Author

3.1.1.3 Impact of the respondents' perceptions and attitude on remote working and reliability on productivity.

This theme was further divided into different sub-themes. These sub-themes include perception of life during the COVID-19 pandemic, the mental health consequences of the COVID-19 lockdown and social isolation on you and your family; COVID-19 influence on your temperament, feelings, and emotions; thoughts and recommendations about virtual team experience.

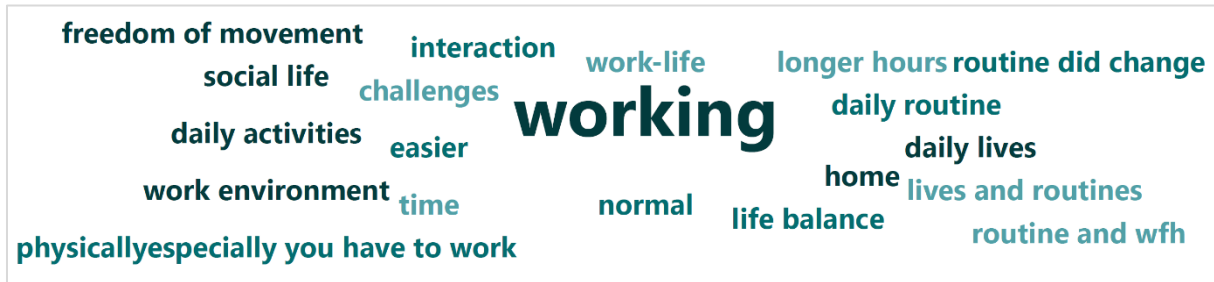
3.1.1.3.1 Perception of life during the COVID-19 pandemic

Different respondents had different views on how they view life, especially during the pandemic period. For instance, respondent AX stated that “my daily routines are affected as gyms are closed, and group fitness activities/races have stopped. Affected daily routine as working hours are longer and work-life balance is more challenging when working and relaxing in the same environment”. People's lives have changed, people no longer have a free space to practise

physical exercises, employees are being subjected to long working hours, and there is a lot of monotony since people remain at the same place for a long period of time. In addition, respondent IP stated, "It's challenging mentally and also physically, especially you have to work from home and isolation." The isolation of workers whereby they have to work from home has enhanced loneliness and some mental distress.

The pandemic life has disrupted the lives of many employees, especially their daily social life. Moreover, it has significantly disrupted their work. The lockdowns and movement restrictions have changed their socio-economic lifestyles and daily routines, as illustrated in Figure 5 below.

Figure 5: Word cloud of interview responses to pandemic life



Source: Author

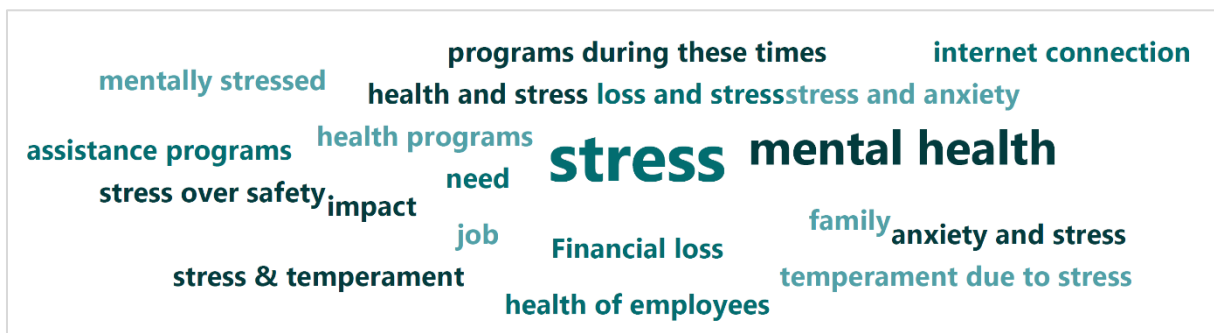
3.1.1.3.2 The mental health consequences of the COVID-19 lockdown and social isolation

Social isolation has brought a mental problem to the majority of workers who perform their duties from home. Respondent TE states that "Isolation was hard, staying by myself. Not being able to see my family." According to FS, "A lot of family members are now struggling with anxiety issues." It is clear that some of the workers, like TE, alludes to the mental health challenges faced during the pandemic.

Respondent GR states that "Financial loss and job impact. I think no one can prepare you for your stress and anxiety. Companies should be more ready about lockdown and financial hit that they might get as they can lose employees as their salaries get cut." This shows that GR realised that unpreparedness was the major cause of the mental issues, and the company's preparation would be vital to curbing such scenarios.

The respondents believe that stress and mental health are the primary consequences of the pandemic. However, anxiety and stress are some of the impacts mentioned by the respondents. Other respondents recorded job losses and subsequent financial losses.

Figure 6: Word cloud of interview responses to pandemic consequences



Source: Author

3.1.1.3.3 COVID-19 influence on your temperament, feelings, and emotions

On this sub-theme, respondent AX stated that *"Short temperament due to stress, financial loss (partner lost their job) and increased time spent within close proximity to partner resulted in increased conflict. I feel the need for mental health programs. It is more crucial now more than ever due to the virtual/hybrid nature of work and learning how to deal with stress and how to switch off/relax properly at home."* This respondent clearly stated that, was experiencing a short temperament caused by stress and financial loss and could not mind going through some mental health guidance.

Respondent JO stated, *"We are humans, and we underestimate the fact that we need to take care of our mental health. Understanding how to deal with anxiety and stress will make a huge impact."* According to this respondent, most people underestimate the idea of getting some mental health guidance.

Therefore, even though some of the participants believed they were not going through mental distress, they still suggested mental health attendance since they believe it being of great impact to them and those around them.

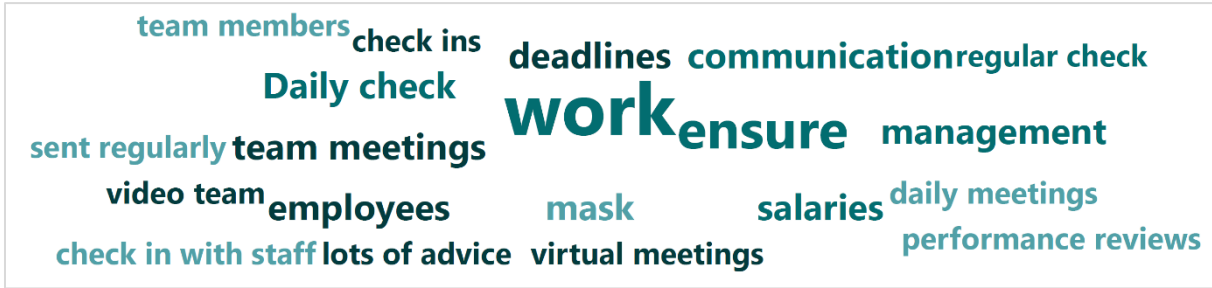
3.1.1.3.4 Thoughts and recommendations about virtual team experience

Regarding this sub-theme, the researcher opted to know the thoughts and recommendations of different respondents about their virtual team experience. Different respondents, therefore, brought out different ideas concerning their thoughts and recommendations.

For this case, respondent KN stated that *"being able to work flexibly in terms of not having to constantly be in front of your laptop as a lot of parents have kids a home as well that need attention. However, each associate knows that with the freedom comes responsibility and accountability and we all understand that goals need to be met so, we all ensure that tasks are still attended to within the TAT's set for us."*

At the same time, respondent UD said that *"Lots of advice and articles. Regular team catch ups with advice. Thankfully there was a lot of emphasis on health and wellbeing."* On the same point, respondent AX alluded, *"Working with a team virtually is overcome by using video functionality on calls. It reduces the risk of exposure to the virus and saves the company money from not having to pay high office property rental prices which could be used to incentivise employees."*

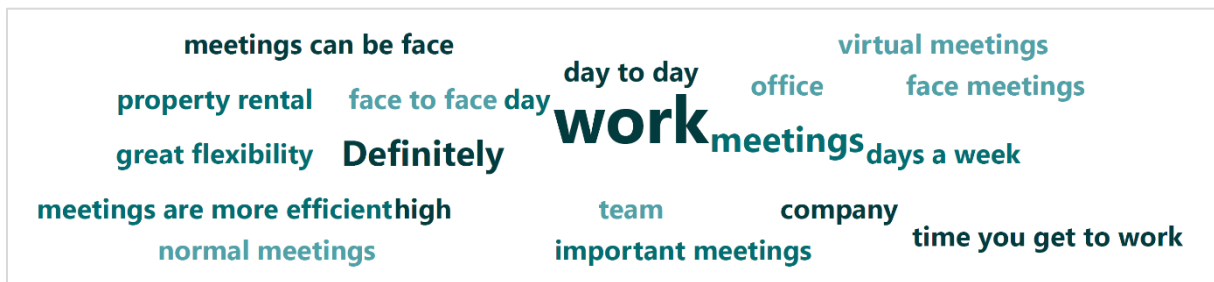
Figure 7: Word cloud of interview responses to pandemic measures



Source: Author

Figure 7 above shows the measures taken during the pandemic, including regular team meeting and performance reviews. HR divisions have also implemented consistent employee check and offered protective gear to employees, including masks. Therefore, daily, and regular checks have supported employees during the pandemic.

Figure 8: Word cloud of interview responses to virtual team experience



Source: Author

Virtual management is not a favourable option because the majority of people are distracted at home, but also working from home has mentally drained them thus losing focus on work. However, it is intercepted by the admission of many employees that they have been able to adjust in order to maintain their efficiency and work performance, as illustrated in Figure 8 above.

In summary, while 68% considered the pandemic a test of work-life balance, 24% mentioned they perceive it as a time of isolation and depression. Moreover, 76% expressed mental stress and temperaments due to isolation and 16% showed strain in job and financial lifestyle which was also causing family disputes. However, 52% of the organisations have improved communication and changed performance reviews while 20% have improved compensation or introduced flexible working hours.

Overall, 80% would recommend virtual remote working, stating that video calls are just as impactful as face-to-face meetings, while 16% would not recommend this way of working, due to the challenges with virtual working/meetings as participants may not pay full attention to the call, or might be multi-tasking on their devices. The pandemic has impacted the participants' perception of remote working and the majority feel that it has not impacted their reliability and productivity, despite the challenges faced with working from home.

3.1.1.4 Impact of different perceptions and attitudes on the retention of participants

This was the last theme that the researcher handled, the researcher opted to know participants' perceptions and attitudes on their retention. The following sub-themes were addressed during the interview relating to retention: (a) whether working from home has increased job satisfaction and satisfaction with the company; (b) whether the company is effective at handling conflict resolution in virtual teams and if not, what are the major challenges that are being faced; (c) how are plans progressing for continued remote work in a post-COVID-19 world; (d) the measures that have been put in place by the company in case of a physical meeting/ event or rather if they are required to return face to face working.

3.1.1.4.1 Whether working from home has increased job satisfaction and satisfaction with the company

Different participants held different views regarding this sub-theme. Respondent AX stated that *"Working from home has increased my job satisfaction as it has allowed me to focus on my core tasks and manage my time more efficiently and accordance to my preference. I have also saved time and money with reduced travel/time in traffic."* According to AX, therefore, working from home comes with a lot of job satisfaction by allowing workers to manage their time properly.

Respondent ML stated, *"Not being able to talk face to face with our teammates and managers is bad. Apart from this, not wasting time in traffic and the comfort of the home environment*

increase working performance." Competence of workers has gone high according to working from home. This, therefore, increases job production. Also, respondent GR said, "It helps to organise my own work because people have to wait for an answer...I used to have people making a line waiting for me to help at the office." Another respondent who is respondent TE stated, "No, definitely not. Realised how much money the company is saving by not having the workforce in the office, i.e., saving on coffee, social functions and food, electricity savings due to no air conditioners being used, but not passing that savings on to staff to assist with data for work." Therefore, the researcher came to the realisation that the majority of the workers were okay and comfortable working from home since they held the idea that it was good for them and good for the company.

Responses to job satisfaction vary from remote working to developing overtime strategies to encourage workers to increase their productivity and performance. Some institutions have also implemented strategies, including working from offices while maintaining social distance and allowing their workers to have family time.

As seen in Figure 9, 44% of the participants felt that working from home improved their satisfaction at work and the company while 48% did not perceive so.

Figure 9: Word cloud of interview responses to job satisfaction



Source: Author

3.1.1.4.2 Whether the company is effective at handling conflict resolution in virtual teams and if not, what are the major challenges that are being faced

Employees’ perception here indicated that their morale has slightly gone down compared to working in the office and revealed the weaknesses in their leaders regarding conflict management.

Moreover, 44% still presented that their companies were able to resolve conflict efficiently virtually while 32% felt the company was unable to and therefore noted that the companies could use certain suggestions showed in the results (Figure 10).

Figure 10: Word cloud of interview responses to conflict resolution



Source: Author

3.1.1.4.3 The plans progressing for continued remote work in a post-COVID-19 world

On this sub-theme, respondent AX stated, "Allowing employees to relocate, continue to work from home (offices closed by choice)." According to respondent AX, the company will give employees the chance to return to work though not compulsory.

On the other hand, respondent TE stated, "We are going back to the office as soon as the pandemic is over." The management is ready to receive employees after the pandemic; this is according to respondent TE. In addition, respondent KN added that "I feel that the company is effective however, there are times where certain issues take a bit longer than desired to complete or to even start on from an HR perspective, there might be a number of reasons why this is the case, but everyone is understanding, but I must say that in terms of addressing urgent issues these are focused on immediately." This respondent is stating that the company is discharging its duties effectively and ensures that urgent issues are addressed first.

Respondent FS went ahead and stated that "the feeling of being attacked when someone invades personal space in a confined HR office/boardroom. Hybrid work plans have been drawn up to categorise workers who must be present in office for a couple of days per week, based on being vaccinated or not, distance between desks, exposure to public transport etc." Respondent FS is stating that the company has moved to hybrid work plans in which those workers who are willing to attend the job physically are allowed to do so for a couple of days in a week, but only those who are vaccinated are allowed to attend to their job face to face.

3.1.1.4.4 The measures that have been put in place by the company in case of a physical meeting/ event or rather if they are required to return face to face working

On this theme, respondent AX stated, "PCR results, no symptoms, masks and sanitiser for small gatherings. Large company events not yet allowed". The researcher, therefore, came to learn that some companies were serious about dealing with this pandemic. They were not allowing gatherings as well as physical meetings.

Respondent WB added, "Regular PCR on weekend to ensure all attendees are negative, wearing mask during meetings.". Respondent GR stated, "Fully vaccinated. Standard measures currently in place, that is wearing masks, own cups, no eircom, no central water coolers." The researcher was able to note that the company that respondent GR was working for had gone ahead and vaccinated the whole staff. Therefore, this was a very important step taken by the company, and it shows that the company is strictly following the rules and regulations that have been put in place by WHO.

Lastly, on this particular sub-theme, respondent BW alluded that, "Mask wearing at all times, distance between meeting participants, adequate ventilation and PPE needs to be provided."

This respondent, therefore, says that all COVID-19 protocols and measures that have been put in place by WHO and the government under the ministry of health are being considered. Such measures involve wearing face masks, keeping social distancing, and also regular sanitisation.

Figure 11: Word cloud of interview responses to COVID-19 measures



Source: Author

The main measure taken by companies during the pandemic is the use of masks and sanitisers. Other companies have implemented safety precautions, including social distancing policies and temperature checks. Rapid COVID-19 test, mainly on weekends, is another effective strategy that businesses have implemented to reduce the virus spread. Figure 11 depicts a word cloud of interview responses to questions regarding what COVID-19 measures would be required by the company for physical meetings or events, and 60% indicated that automatic contact tracing and a negative PCR test was required, whilst 16% indicated that being fully vaccinated was required.

3.2 Quantitative Results

The survey questionnaire was a self-administered survey questionnaire, which was sent online via Qualtrics survey mailer software, as seen in Appendix A. Table 6 in Appendix C refers to a high-level summary of survey questionnaire 4 main categories and underlying questions, specifically: General Information, Virtual Human Resource Management during COVID-19, Impact on remote working and employee reliability, and Impact on employee retentions.

A total of 323 survey responses were received, and the average response rate was 04:54 minutes, which is in line with the expected time as was indicated that the survey should take around 5 minutes to complete.

Quantitative data was collected and presented separately from the qualitative data using graphs and tables. The researcher collected data from the respondents and presented it according to the type and number of questions as follows.

3.2.1 General Information

The sample information details the general characteristics of the people within the study that were selected and how they were distributed by; demographics of age, location, industry, gender, and function of the organisation.

From the results collected, the number of respondents who could participate in the survey was almost the same number between men and women. The number of the respondents was almost the same when it came to gender. The study respondents consisted of; 156 males (48.3%) and 167 females (51.7%).

The survey divided the ages of the respondents into three age groups; 21-38, 39-56, and 57-65. Based on these groups, 43.0% of the respondents (139) were in age group 21-38, 43.3% (140 respondents) were aged 39-56 and 13.6% (44 respondents) were aged 57-65.

Figure 12: Survey responses on the question regarding country demographics



Source: Author

Different respondents located in different countries across the globe were involved in the research (Figure 12 above). Some of the respondents came from different countries in different continents such as Africa, North America, South America, Asia, Europe, and Oceania (Figure 34 in Appendix E). As indicated in the figure above, a multitude of countries were represented in the survey and geographical coverage was wide given that the survey was online. By all these countries participating, it shows that different continents were well represented in the research as well as all races.

Based on the respondents that responded to the questionnaires, the different industries within the economy were assessed. 18% and 17% were in the health and others industries respectively, education (11%), finance and insurance (11%), IT & ITES (7%), food(7%), transportation (6%), hospitality (5%), construction (4%), entertainment and media (3%), oil and gas (2%), chemical (2%), iron and steel (2%), communication (2%), agriculture (1%), electronic (1%), banking (1%), textile (1%), automobile (1%), real estate (1%) and hardware (1%). The different industries were therefore represented in those proportions and hence a broad study that can be generalised. (See Figure 35 in Appendix E).

Moreover, different people were asked about the specificity of main operations/business divisions within their organisations. 18% were specific with operations, 11% with support services/administrations, 10% particular with IT, 9% with finance, 6% specific with sales, manufacturing (5%), quality (5%), supply chain (4%), marketing (4%), legal (3%), R&D (3%), HR (2%), regulatory (1%) and procurement (1%). (See Figure 36 in Appendix E).

The organisations that had employees less than 50 were given code number 1, those from 50 to 499 were coded as 2, those that fell between 500 and 4999 were given the code of 3, whereas those above 5000 were given code 4. The majority of the participants' organisations had employees who fell under the category of 2, that is, those with 50 to 499 employees. The

companies with the least number of employees were under the category of 1 to 49, which the researcher allocated code number 1.

19% of the respondents worked in companies that consisted of 1-49 employees, 35% of the respondents worked in small to medium-sized companies which had 50-999 employees, 22% of the respondents worked where many employees ranged between 1000-4999 and 24% of the employees were in companies that had more than 5000 employees (Figure 37 in Appendix E).

3.2.2 Virtual Human Resource Management During COVID-19

This section of the questionnaire aimed at finding out the measures taken by an organisation for employee safety and welfare, the quality of interactions when dealing with the organisational HR team virtually, and measures taken by the organisation to adapt to change during the COVID-19 remote working. Through these questions, the study assessed the perception of different members on VRHM.

The responses to these were varied, but given that the questionnaire was structured, particular results could be collected as follows;

- The majority of the organisations have put in place safety precautions and adjusted the working policies to fit the pandemic for each individual, while some organisations are still adjusting. (See Figure 38 in Appendix E).
- Considering that communication is virtual, most organisations simply stick to online communication that can help the management filter the right employees while ensuring they are participative. These results suggest that virtual teams have been efficient in delivering information across members in the organisations. (See Figure 39 in Appendix E).
- In addition to adjusting certain policies and payments, organisations have taken the initiative to invest in technology; employing immersive technology and analytics as well as changing organisational culture and changed meeting etiquette to fit the pandemic. This leaves room for the employees to adjust and use the organisational changes to fit their home schedules with work. (See Figure 40 in Appendix E).

3.2.3 Impact on Remote Working and Employee Reliability

In this section of the survey, respondents were asked to give their feedback on their views on remote working and employee reliability, and it included questions related to the work from home policy of an organization, the respondent's remote working experience, distractions employees are facing while working from home, the impact of the epidemic on the performance appraisal of work from home, as well as the effects remote working has on them. Therefore, in summary, in this section the different respondents were asked about policies that have been put in place to improve working from home and the noticeable benefits or efficiency.

The respondents were requested to give their feedback on a couple of questions and indicate whether they strongly agree, agree, neutral, disagree, strongly disagree, and if they are not in a position to answer.

Working from home policies, for most of the organisations, have suited the employees to make them comfortable. However, the results show that many employees are also affected by the pandemic and have had to change their work life, with more working hours battling screen time due to lack of physical workspaces. Nevertheless, these are the challenges that have seemingly been noticed by managers given that the organisations continue to put these measures in place. (Figure 42 in Appendix E).

The respondents revealed that virtual management comes with some challenges based on change of working environment, such as distractions when employees work from home. (Figure 43 in Appendix E).

Respondents were asked to appraise their levels of work rate and performance following the changes in the workplace (i.e., performance appraisal). Additionally, in order to further check on the emotional impact of the COVID-19 pandemic changes on the performance and work as people switch to the use of virtual access, mental health of the participants was checked through response to through response to a number of questions with the rating scale. (See Figure 44, 45 respectively in Appendix E). While majority of the employees seem to think that their working performance has not deteriorated, they have lost some morale and emotionally detached from work. These results indicate that employees remain struggling to perform. This also shows that employees may need mental support from the organisations to ensure they keep in synchronisation even as organisational leaders focus on staying afloat.

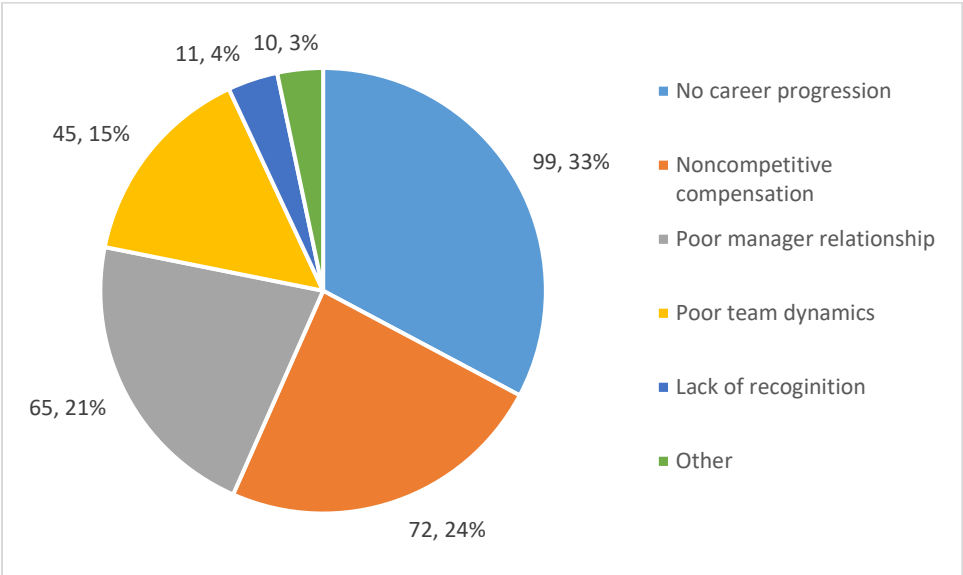
3.2.4 Impact on Employee Retention

Employee retention refers to the ability of an organization to retain its employees, and this section included questions related to the recommendation of the employers to friends on job opportunities and retention ability at current work.

The respondents were requested to respond to questions that showed a connection to employee retention. Respondents had to indicate their views on several issues, for example, whether they will be in a position of recommending other people to come and work in their current companies, whether if they would like to proceed to work with their current companies, issues touching on their feelings about how they are treated in the company including their feelings about salary, and whether they would accept a job opportunity in another company. (See Figure 46 in Appendix E).

Many employees seem to be comfortable at their workplaces and see an opportunity to grow. Following employee retention and the statistics given, the respondents were questioned on the reasons that they would give to leave their current jobs (Figure 13).

Figure 13: Responses to main reason for leaving the job questions



Source: Author

The majority (32.78%) of the employees would leave the company due to no career progression while 23.84% would leave for non-competitive compensation, and 21.52% would leave the workplace poor manager relationship. We see that the main reason, as per 1/3 of respondents, they will leave their current job due to ‘no career progression’ opportunities and they feel that they cannot grow further at their current organization. From the above chart, it is evident that many workers prefer career progression through trainings and career development. It would make the majority of employees quit their employment roles. However, several employees prefer a higher or commensurate compensation while conducting their duties.

3.3 Analysis

As discussed in Section 2.4.5, all qualitative data was analysed using thematic analysis (TA).

Four main themes were identified from the thematic analysis. These main themes each had multiple sub-themes that emerged following the qualitative data that was analysed from the semi-structured interviews. A high-level overview of these themes are as follows:

- a. General Perceptions and attitudes towards COVID-19
- b. Perceptions on Virtual Human Resource Management during COVID-19
 - i. Major Challenges
 - ii. Rate of adoption of VTs by HR
 - iii. HRMs Challenges monitoring and controlling VTs
 - iv. Support provided to cope with pandemic
- c. Assess the impact of these perceptions and attitude on the remote working and reliability or productivity
 - i. Perception of life during the COVID-19 pandemic
 - ii. VT experience
- d. Assess the impact of these perceptions and attitude on the retention of participants
 - i. Remote working and job satisfaction
 - ii. Effective conflict resolution in VTs
 - iii. Plans for post-COVID-19 working and F2F meetings

These themes and corresponding sub-themes, along with the qualitative results are discussed in detail in Section 3.1.1 “Themes from the data” above, and a summary of the interview data analysis can be seen in Table 4 below.

Table 4: Summary of Interview Data Analysis

Category	Sub-Category / Theme	Summary Statistics	
Semi-structured interview	Basic Information / Demographics	64% Females	
		36% Males	
		68% Gen Y	
		32% Gen X	
		32% Management or higher roles	
a.	General Perceptions and attitudes towards COVID-19	57% Bachelor Degree or higher	
		76% COVID-19 Knowledgeable/highly knowledgeable	
		64% News	
		36% Social Media	
		56% Shock	
b.	Perceptions on virtual human resource management during COVID-19	36% Anxiety	
		52% Optimistic government control	
		2% concerned by number of cases	
		<u>Major Challenges</u>	
		68% WFH challenging	
c.	Assess the impact of these perceptions and attitude on the remote working and reliability or productivity	20% Business continuity became difficult	
		<u>Rate of adoption of VTs by HR</u>	
		48% Preferred new technology	
		2% struggling company stability	
		<u>HRMs Challenges monitoring and controlling VTs</u>	
d.	Assess the impact of these perceptions and attitude on the retention of participants	56% mental health (stress, burnout, work/life balance)	
		24% corporate culture	
		<u>Support provided to cope with pandemic</u>	
		48% safety equipment (PPE) and support call centers	
		Financial compensations, Medical Insurance support	
c.	Assess the impact of these perceptions and attitude on the retention of participants	<u>Perception of life during the COVID-19 pandemic</u>	
		68% work/life balance issues	
		24% isolation and depression	
		76% mental stress, temperaments	
		<u>VT experience</u>	
d.	Assess the impact of these perceptions and attitude on the retention of participants	52% companies improved communications, performance appraisals	
		20% companies improved compensation or flexible working hours	
		80% recommend virtual remote working	
		16% not recommend virtual working due to distractions/multi-tasking	
		<u>Remote working and job satisfaction</u>	
d.	Assess the impact of these perceptions and attitude on the retention of participants	44% WFH improved job and company satisfaction	
		48% did not perceive improvement	
		<u>Effective conflict resolution in VTs</u>	
		44% able to resolve conflict efficiently	
		32% unable to resolve conflict efficiently	
d.	Assess the impact of these perceptions and attitude on the retention of participants	<u>Plans for post-COVID-19 working and F2F meetings</u>	
		60% automatic contact tracking and negative PCR test required	
d.	Assess the impact of these perceptions and attitude on the retention of participants	16% being fully vaccinated	

Source: Author

As discussed in Section 2.4.5, all quantitative data was analysed using SPSS, and the analysis results are summarized in Table 5 below, and a detailed view of the SPSS outputs and data for all variables are displayed in Appendix F.

From the demographic summary statistics results, the majority of respondents were females and therefore, the researcher was gender-sensitive. This therefore guaranteed better and more reliable results. When analysing the ages of participants, it shows that the results were more reliable since people of all ages were well represented. Age groups were categories into generational cohorts as this helped the researcher explain the differences in individuals' perceptions. The majority of the respondents worked in medium/large-sized companies (i.e., companies that had 1000+ employees) and the minority worked in small enterprises.

When comparing male vs female, we see that the men work predominately in Operations, IT and Other functions in the Other, Healthcare and IT industries. Females however work mostly in Other, Operations and Support Services (Administrative) functions within the Healthcare, Education and Financial industries. The age group breakdowns are very similar for both genders. The men seem to work in larger companies as compared to the women, 31% vs 18%, whereas the women are in small/medium sized companies of 50-999 employees. This might be due to the education industry having smaller employees at schools / colleagues / universities as compared to large corporate enterprises.

The 'VHRM during COVID-19' category also had three sub-categories of questions, namely: questions related to measures taken by an organisation for employee safety and welfare; questions related to the quality of interactions when dealing with the organizational HR team virtually; and questions related to the measures taken by the organisation to adapt to change during the COVID-19 remote working. The Pearson Correlation (r) tests if groups of data are correlated when $r > 0.6$. The table shows that the 3 sub-categories of questions in the category was positively correlated and that this correlation was significant, $r(322) = .691, p < .01$; $r(322) = .720, p < .001$ (i.e., there is a strong, positive relationship between the sub-categories of questions). The F-ratio in the ANOVA table tests the statistical significance to see whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F(2, 320) = 222.831, p < .0005$ (i.e., the regression model is a good fit of the data, $p < .05$).

Relating to the 'Impact On Remote Working And Employee Reliability' category, there was 4 sub-categories of questions that were analysed: questions related to the work from home policy of an organization; questions related to remote working experience; questions related to the distractions employees are facing while working from home; and questions related to the impact of the pandemic on the performance appraisal, and effects of remote working. The researcher noted that a larger number of respondents provided positive responses towards the questions. For instance, a mean of 4.07121 of the respondents was in agreement that their organisations inspire employees to work from home; at the same time, a mean of 4.24773 of respondents agreed that their organisations had appointed employees with skills to work from home. On the question of whether the sick leave policies had been amended for the time period of the epidemic, an average of 3.93678 respondents had a positive response. Therefore, on this question, the researcher was in a position to note that the companies had done less when it came to issuing sick leave policies.

From the analysed findings, it shows that the sub-categories of questions in this category are positively correlated, $r(322) = .634, p < .001$, $r(322) = .348, p < .01$, $r(322) = 0.009, p = 0.873$. It is clear that the final sub-category has a larger $p = 0.873$ value and because it is larger than 0.05 it is not statistically significant. This indicates that there is strong evidence that suggests participants do not believe that the working from home and managing distractions had any

correlation on their performance appraisal during the pandemic. The ANOVA F-ratio, $F(4, 315) = 54.431, p < .0005$ shows that the independent variable (work from home policy) is statistically significant at predicting the dependent variables (such as remote working experience and distractions, as well as the effects of working from home).

The final category is related to 'Impact On Employee Retentions' and contains two sub-categories of questions: questions related to the recommendation of the employers on job opportunities; and questions related to the retention ability at current work. These two categories are positively correlated, and this correlation was significant, as can be seen from the table, $r(322) = .634, p < .001$; $r(322) = .348, p < .01$. The ANOVA results reveal that the overall regression model is a good fit for the data, $F(1, 308) = 285.454, p < .001$.

After the analysis and tabulation of the data, the researcher was able to note that the responses were above average, the lowest one being 4.29, which is definitely above average. The results denote that there is not a relationship between VHRM and employee retention during the pandemic period as the majority of reasons for leaving would be career progression, and not any changes or strategies that are a direct result of the current working environment.

For a detailed discussion of the quantitative results, refer to Section 3.2 above.

Table 5: Summary of Survey Data Analysis

Category	Sub-Category / Theme	Summary Statistics	Summary of data analysis results*	
I. Virtual Human Resource Management During COVID-19	Basic Information / Demographics	51.7% Females		
		48.3% Males		
		43.0% Gen Y		
		43.3% Gen X		
		13.6% Baby Boomers		
		18% health industry		
		17% other industry		
		11% education industry		
		18% operations division		
		11% support/admin division		
		10% IT division		
		46% large companies (1000+)		
	a. Questions related to measures taken by an organisation for employee safety and welfare.	Survey questions rating scale data collected	<p><u>Measures of central tendency</u> Min = 0.0, Max = 6, Mean = 4.40</p> <p><u>Measures of variability</u> $\sigma = 1.07$</p> <p><u>Correlations</u> $r(322) = 1, p < .01$</p> <p><u>Measures of central tendency</u> Min = 0.0, Max = 6, Mean = 4.43</p> <p><u>Measures of variability</u> $\sigma = 1.03$</p> <p><u>Correlations</u> $r(322) = .691, p < .001$</p> <p><u>Measures of central tendency</u> Min = 0.0, Max = 6, Mean = 4.4</p> <p><u>Measures of variability</u> $\sigma = 1.13$</p> <p><u>Correlations</u> $r(322) = .720, p < .001$</p>	
	b. Questions related to the quality of interactions when dealing with the organizational HR team virtually.	Survey questions rating scale data collected	<p><u>Measures of central tendency</u> Min = 0.0, Max = 6, Mean = 4.43</p> <p><u>Measures of variability</u> $\sigma = 1.03$</p> <p><u>Correlations</u> $r(322) = .691, p < .001$</p> <p><u>Measures of central tendency</u> Min = 0.0, Max = 6, Mean = 4.4</p> <p><u>Measures of variability</u> $\sigma = 1.13$</p> <p><u>Correlations</u> $r(322) = .720, p < .001$</p>	
	c. Questions related to the measures taken by the organisation to adapt to change during the COVID-19 remote working.	Survey questions rating scale data collected	<p><u>Measures of central tendency</u> Min = 0.0, Max = 6, Mean = 4.4</p> <p><u>Measures of variability</u> $\sigma = 1.13$</p> <p><u>Correlations</u> $r(322) = .720, p < .001$</p>	
II. Impact On Remote Working And Employee Reliability	a. Questions related to the work from home policy of an organization.	Survey questions rating scale data collected	<p><u>Measures of central tendency</u> Min = 0, Max = 6, Mean = 4.07</p> <p><u>Measures of variability</u> $\sigma = 1.25$</p> <p><u>Correlations</u> $r(322) = 1, p < .01$</p> <p><u>Measures of central tendency</u> Min = 0, Max = 6, Mean = 4.23</p> <p><u>Measures of variability</u> $\sigma = 1.08$</p> <p><u>Correlations</u> $r(322) = .634, p < .001$</p> <p><u>Measures of central tendency</u> Min = 1, Max = 6, Mean = 3.94</p> <p><u>Measures of variability</u> $\sigma = 1.00$</p> <p><u>Correlations</u> $r(322) = .348, p < .01$</p> <p><u>Measures of central tendency</u> Min = 1, Max = 6, Mean = 4.11</p> <p><u>Measures of variability</u> $\sigma = 1.11$</p> <p><u>Correlations</u> $r(322) = 0.009, p = 0.873$</p>	
	b. Questions related to remote working experience.	Survey questions rating scale data collected	<p><u>Measures of central tendency</u> Min = 0, Max = 6, Mean = 4.23</p> <p><u>Measures of variability</u> $\sigma = 1.08$</p> <p><u>Correlations</u> $r(322) = .634, p < .001$</p> <p><u>Measures of central tendency</u> Min = 1, Max = 6, Mean = 3.94</p> <p><u>Measures of variability</u> $\sigma = 1.00$</p> <p><u>Correlations</u> $r(322) = .348, p < .01$</p> <p><u>Measures of central tendency</u> Min = 1, Max = 6, Mean = 4.11</p> <p><u>Measures of variability</u> $\sigma = 1.11$</p> <p><u>Correlations</u> $r(322) = 0.009, p = 0.873$</p>	
	c. Questions related to the distractions employees are facing while working from home.	Survey questions rating scale data collected	<p><u>Measures of central tendency</u> Min = 1, Max = 6, Mean = 3.94</p> <p><u>Measures of variability</u> $\sigma = 1.00$</p> <p><u>Correlations</u> $r(322) = .348, p < .01$</p> <p><u>Measures of central tendency</u> Min = 1, Max = 6, Mean = 4.11</p> <p><u>Measures of variability</u> $\sigma = 1.11$</p> <p><u>Correlations</u> $r(322) = 0.009, p = 0.873$</p>	
	d. Questions related to the impact of the pandemic on the performance appraisal, and effects of remote working.	Survey questions rating scale data collected	<p><u>Measures of central tendency</u> Min = 1, Max = 6, Mean = 4.11</p> <p><u>Measures of variability</u> $\sigma = 1.11$</p> <p><u>Correlations</u> $r(322) = 0.009, p = 0.873$</p>	

III. Employee Retentions	a. Questions related to the recommendation of the employers to friends on job opportunities.	Survey questions rating scale data collected	-	<u>Measures of central tendency</u> Min = 1, Max = 6, Mean = 4.39 <u>Measures of variability</u> $\sigma = 1.09$ <u>Correlations</u> $r(322) = .634, p < .001$	<u>Multiple Regression Analysis</u> Model Summary $R = .694, R^2 = 0.481$
	b. Questions related to the retention ability at current work.	Survey questions rating scale data collected	-	<u>Measures of central tendency</u> Min = 0, Max = 6, Mean = 4.29 <u>Measures of variability</u> $\sigma = 1.44$ <u>Correlations</u> $r(322) = .348, p < .01$	F-ratio ANOVA $F(1, 308) = 285.454, p < .001$ Coefficients $p < .05$

* Data Analysis consisted of two types of statistical analysis: descriptive statistics and MLR analysis.

Source: Author

3.4 Summary of Results

The information gathered in the field was analysed by the researcher. The researcher utilized the research questions as a reference to determine if the research questions had been properly addressed based on the data during the analysis phase.

The qualitative results from the interview of 25 participants demonstrated that VHRM had contributed significantly to human resource management during the pandemic and that perception varied on the efficacy of the virtual tool in coordinating virtual teams working from home. The majority of the respondents involved in the research well within the age bracket of 21 to 38, implying the existence of youthful employees in different organizations with the highest number interviewed by females are 64%, and males at 36%. of the entire number of respondents interviewed it emerged that 32% had held various managerial positions as demonstrated in the findings of section 3.1 of this research. Several themes have been identified, as discussed in section 3.1.1 of this research. Respondents' general perception and attitudes indicated that 64% knew about the pandemic through mentioned news while 36% had been informed about it through social media. Inherently, the pandemic outbreak was communicated extensively through mainstream media as highlighted by the respondents who took part in the study, with 56% indicating that they had been shocked about their entire experience while 36% demonstrated anxiety.

As indicated in section 3.1.1.2, the occurrence of the pandemic opened a window of opportunity, as exemplified by the adoption of VHRM as a critical component of human resource management activities that prove beneficial in controlling and monitoring virtual teams. Nonetheless, the use of VHRM has been demoted as contributing to significant challenges regarding working remotely, as observed by respondents AX and GR. Both respondents expressed negative consequences faced by the different Industries offering employment. Several replies widely held concerns affecting respondents' well-being in their respective companies, according to the qualitative results. As 68% of respondents were finding WFH challenging due to work/life balance, and additionally 56% of responses were concerned regarding mental health issues as a main virtual HRM challenge when working as a VT.

During the COVID-19 period, the responders provided several feedbacks regarding successful ways for coping with the pandemic's effects and boosting dependence on virtual teams. 52% of firms, for example, gave soft skills training targeted at ensuring improved virtual communication and changing performance appraisals, according to the respondents. Some (48%) respondents stated that their firms had invested wisely in new technology, and that their

firms were practising salary adjustments. Some respondents, on the other hand, had a negative response, and 20% of them believed that their employers were doing less in terms of HRM, and that business continuity and corporate culture had been impacted. Some businesses (2%) were yet to adapt to the changes. As a result, the interview team's reaction included both good and negative aspects. Positive answers, on the other hand, outnumbered negative responses, as 80% of respondents would recommend virtual remote working.

Meanwhile, regarding the VRHM, different HR departments have been considered a necessity by different companies, which consequently invested large amounts of money in supporting creativity and innovation that would lead to the seamless running of the day-to-day company activities, as indicated in section 3.1.1.2.2 of this research. The current study findings demonstrate that several possible challenges were affecting human resource managers in the course of implementing their mandate of controlling and monitoring activities. Particularly, mental health, career progression and development, employee job satisfaction are all considered critical areas that most companies grappled with during the pandemic. Besides receiving different COVID-19 management commodities such as gloves, masks, and sanitizers, it became apparent that several organizations were curious to know about how the employees were hired on and ensured that they provided psychological support as observed by respondent KN.

Additionally, the researcher gathered and compiled quantitative data. Correlation, description, regression, and ANOVA tables were created. From the findings, the researcher was able to note that the larger bit of the respondents gave positive feedback on the matters VHRM during COVID-19. On an average scale, the response was above average (3.0), as the average was above 4.0 that leans towards “agree” on the rating scale. Therefore, a significant proportion of respondents gave favourable replies (60-65%) based on those findings, as on average roughly 30-32% indicated ‘Strongly Agree’ and 30-35% indicated ‘Agree’ rating scales to the survey questions.

As a result, the majority of businesses were working non-stop to guarantee that their staff were well-cared for. 32% ‘Strongly Agree’ and 34% ‘Agree’ with an average of 66% positive replies outnumbered negative ones, according to the results (see Figure 38 in Appendix E). The majority of the replies to survey questions scored 4.0 or above, which was above average (see ‘mean’ measures in Table 5 above). However, the study investigator received unfavourable replies that were less than 4.0 on average.

Most of the respondents agreed that their companies had provided shielding kits to their employees, had raised sick leaves, their companies had provided a flexible working schedule, emotional support had been offered, mental health of the employees was being taken care of as well as transportation programme for the employees had been arranged. Therefore, it can be deduced from the quantitative analysis that the VHRM has been adopted at a rapid rate since the onset of the COVID-19, and that employees feel that these VHRM strategies have been effective in dealing with the impacts of the pandemic.

Relating to the ‘Impact On Remote Working And Employee Reliability’ category, an average mean value was above 4 (see Section 3.3 ‘Analysis’ above), which indicates that workers were generally of the opinion that company measures such as ensuring staff had been trained sufficiently to work from home had promoted performance among remote working staff. Encouraging workers, who can, to work remotely during the pandemic was seen as a positive strategy and it is workers’ opinion that this has not significantly impacted their performance. Companies do, however, need to improve strategies relating to sick policies during a global pandemic as workers might have been impacted or fallen ill during this time and need the reassurance of these HR policies to focus on recovery from the virus.

After majority (60-65%) saying they were comfortable with their work and see future for growth (see Figure 46 in Appendix E), this question instead caused them to reveal that most of them would leave because their companies do not provide for growth in career. This is an indication that virtual meetings and organisations have caused demoralisation even as some employees say they are still moralised. From the findings, therefore, the majority of the respondents agreed that the treatment in the company was fairly good and that HRM during COVID-19 did not impact employee retentions.

In summary, according to the findings, the pandemic is a worldwide issue that impacts everyone, not just one nation on the continent or one group of people. The findings reveal that many people, 56%, were surprised when they learned about the disease's spread. The respondents said they got their information through 64% television stations and 36% social media, with only some indicating that they would later verify news on the WHO website and with healthcare personnel. The findings also demonstrate that the VT recognizes and values the VHRM's role. During this time, VHRM played a larger role in the whole management process. The majority of employees reacted favourably to their employers' attempts to manage the COVID-19 problem as a whole, with 48% stating that they received PPE, emotional and mental support, as well as financial support (compensations/insurance).

3.5 Interpretation of the Results

Workers are concerned about the policies established by leaders, especially during the COVID-19 pandemic, since they have a major impact on their productivity and workplace morale, according to the findings of the study. The findings are consistent with Zaharie's (2021) conclusions that organization leaders may create a conducive working environment for their employees by altering policies and measures to enhance their conditions, which the employees/respondents herein indicated made them more comfortable.

As a result, virtual teams may operate successfully by establishing clear communication channels that foster trust in an organization (Quade et al., 2020, Velez-Calle et al., 2020). Based on many circumstances, such as internet connection, virtual interactions can offer the quality of communication necessary for virtual teams to operate; nevertheless, employees may adapt and enhance communication (Shaik et al., 2020). Therefore, the current research supports the arguments made by Aranaz-Andrés et al. (2021) and Ipsen et al. (2021) that technological advancements have made work-life balance more difficult. In contrast to Ipsen et al. (2021), the data demonstrate that virtual technology adoption can have a detrimental influence on organizational culture while agreeing that the diminished social connection might induce apprehension.

Employee views regarding the emergence and spread of the pandemic are significantly influenced by social media and Internet communication. While some of the study's participants received false information via the Internet, several websites provided critical information regarding the virus's spread. Thus, the findings are consistent with those of Hewett et al. (2017) who observed that through the task-media fit model/theory, misunderstandings could influence people's perceptions and attitudes concerning major situations like the pandemic. Miscommunication may cause shock and is a major impediment to the success of organizations experiencing transformations.

The task-media fit model/theory states that if not conveyed through the appropriate channels, media can create certain emotional changes, which can be a major impediment to the performance of organizations facing these changes in this epidemic (Hewett et al., 2017). Furthermore, this demonstrates that businesses should check their employees' emotions and performance, as well as their exposure to information. Because they are a key source of

information, social media, and news platforms, according to Hewett et al. (2017), might be a source of diversions during the pandemic.

Furthermore, it demonstrates that businesses should encourage their staff to analyse changes in emotions, performance, and information exposure. Social media and news platforms, according to Shaik et al. (2021), are potential sources of diversion during the pandemic since they are key sources of information.

According to the findings, virtual HR management employing virtual teams can improve organizational culture and sort personnel quality. According to Ipsen et al. (2021), the most significant factor in such times is a shift in leadership style and the flexibility of managers, and the results reveal that the majority of organizations have made steps to increase technology access in their workplaces. This, in turn, is in line with the development in employee communication, as evidenced by findings suggesting that certain workers are satisfied with the assistance provided to them to enhance the organization's goal achievement (Velez-Calle et al., 2020).

While many businesses saw a drop in output and productivity as a result of the pandemic, the findings of this study support Morrison-Smith and Ruiz's (2020) assertion that participating in virtual teams increased individual productivity and organizational morale. Furthermore, the findings demonstrate that virtual communication is effective, and that people are comfortable with it, as evidenced by the fact that the majority agree with the literature (Shaik et al., 2020, Newman et al., 2021).

People in virtual teams are impacted by loafing, which means they are less trustworthy than when they work alone and physically, according to Nguyen-Duc et al. (2015), making virtual management difficult. Furthermore, the emotional and social problems that people encounter in their families and environments prevent them from performing to their maximum potential as a team (Trotter, 2016). According to the literature, virtual team conflict may be managed by ensuring that information is transparent and that responsibilities are assigned (Wang et al. 2013, Parreira et al. 2017).

Furthermore, 40% of participants believe they will require the vaccination if summoned back to work physically, while 60% believe their organizations would require Automatic Contact Tracing and Negative PCR Tests. While writers like Marlow et al. (2017) advocated for training as a means of increasing satisfaction and retention, it is possible that training is nearly insufficient in the pandemic since it is transitory and virtual. As a result, it will face comparable difficulties.

As a result, the findings from this study on people's attitudes and views about the pandemic from the beginning were impacted considerably by communication techniques, including social media houses, and had a major effect on productivity due to stress and mental health concerns.

The study concluded that the COVID-19 pandemic had caused a larger shift in people's ordinary lives as supported by the findings. People's perspectives and attitudes on life have shifted as a result of the epidemic. Some individuals were surprised when they learned about the contagion and how it easily spread, while others realized that if infected, they would experience adverse outcomes. Nonetheless, the COVID-19 pandemic has also been linked to several positive outcomes and innovative approaches. The transition of personnel from physical to virtual employment has resulted in several technological advancements and a boost to the technology industry. Besides, employees have had the opportunity to experience new creative methods of enhancing their productivity by acquiring more skills to improve their competencies.

3.6 Discussion of Results

The results show that the VHRM improves the dependability and retention capacity of remote teams. As a consequence of these findings, the VHRM in a majority of countries is efficiently conducting scheduled management tasks. In furtherance, most of the respondents demonstrated contentment with the role played by VHRM with several of them credited the virtual management system for improved output and boosting staff morale.

Accordingly, the results demonstrated that the VHRM team was able to provide favourable working circumstances for the remote employees. Additionally, the workers demonstrated contentment with the virtual management system which they attributed to their new skills acquisition and fostering leadership skills that were valuable to the organization with regards to empowering talents and allowing workers to grow professionally. According to the respondents, the abilities included both soft and technical skills. The respondents also indicated emphatically that their well-being had been prioritized in their various workplaces. Essentially, the employers became more aware of employees' individual safety needs as epitomized by the distribution of personal protective equipment (PPEs) in high-risk locations to protect workers from COVID-19. Additional safety kits provided by the employers included face masks and hand sanitisers. The organizations also ensured that all the WHO's safety standards met the necessary level of compliance from the workers to avoid the spread of the contagion at workplaces. Meanwhile, in-person meetings were discontinued as part of the containment measured to eliminate the spread of coronavirus disease. However, in instances where meetings had to be physically held, the number of attendees was kept to a minimum and social distance and wearing of masks were mandated monitored. The findings also showed that VHRM was improving the remote teams' responsibilities in a variety of ways which included allowing remote workers to work on a flexible schedule. Ultimately, the resulting arrangements facilitated adaptable, flexible, and accommodative working spaces that boosted employee morale and subsequent output as demonstrated by most of the respondents.

In addition, the VHRM provided extra financial benefits to the workforce. The financial allowances were stated by respondents as beneficial in supplementing their income, especially during a pandemic. Apart from meeting employees' financial necessities, these stipends also served as a source of incentive for the workers. Additionally, the extra income was a huge boost for remote teams. The VHRM team also encouraged remote employees to engage in cultural awareness events that had been designed to keep all employees informed about the COVID-19 situation to optimise their safety options. Consequently, coordinating employee safety and productivity informed the primary reason why VHRM was critical in human resource management for capacity building and enhance employee confidence.

The findings also revealed that, as a consequence of the excellent service provided by the VHRM to the majority of its employees, a significant percentage of them feel compelled to stay on in their current jobs if they are given additional time. The majority of remote employees believe that if they were given available slots for job openings, they would suggest their friends and family members come work with them. The findings also revealed that a significant proportion of employees would not quit their present employer to work for another.

Essentially, the findings are consistent with prior research on the same issue of the VHRM's roles and responsibilities. In this situation, the literature analysis concludes that VHRM should give technical training to VTs for them to successfully employ existing information and communication technology (ICT). To communicate, interact, and coordinate successfully with team members in different places, VTs require a certain level of technical abilities (Borst et al (2017). Furthermore, according to Conway, Na, Karthy, Kershim, and Builey (2016), practical

training serves as a work resource that helps VTs improve their capacity to meet job demands that result from their physical dispersion and reliance on technology.

The findings also revealed that those members who do their tasks from home are lonely. Furthermore, the current research findings on loneliness are consistent with the literature from a study done by Schaufeli and Taris (2014), which found that there is isolation among VTs members who rely heavily on computer-assisted communication for connection. According to the reviewed research, increased and appropriate computer-assisted technologies and better collaboration techniques may lead VTs to regard their reliance on technology as an opportunity to organize and coordinate their tasks rather than a liability. According to the respondents, integrating contemporary technology into human resource management has increased employee confidence in their workplaces. The enhanced working conditions given by the VHRM to remote employees are also credited with improving employee morale. The most essential aspect of these favourable working circumstances was that they contained strong internet access and skills that allowed employees to do their jobs effectively.

Based on the findings, it was concluded that the VHRM offered remote employees better and more favourable working conditions. Provision of soft skills, technical skills, and other general skills on how to manage computers were some of the initiatives carried out by the VHRM to improve the lives of the VTs. As a result, this conclusion aligns with the findings of Morrison-Smith and Riz (2020), which demonstrated that the VT's technology environment required attention. Moreover, companies needed to improve access to computers, critical technical equipment, and sophisticated technologies such as document cloud sharing (Google Drive and Dropbox) and offer technical support for concurrent work on sharable documents such as Scribbler and Google Docs. Teleconferencing with Zoom and Skype were also suggested to supplement online virtual experiences.

VHRM is guiding employees and ensuring that they behave themselves well throughout the COVID-19 period, according to the results of the research. During the pandemic, VHRM allowed companies to guide workers in their roles and duties while offering supervisory capabilities for individualized monitoring of employees according to Zafer and Thambusony (2020) and supported by the research findings.

Invariably, several discoveries were unexpected and conflicting. Some of the findings indicated that some of the employees were dissatisfied with the overall remote working situation. Some of their responses indicated that they were feeling overworked and lonely. Some employees claimed that because they were accustomed to working in an office setting, remote working had had a significant impact on their social interactions. While working from home, the majority of them felt lonelier. According to a handful of responders, there was also a lot of labour. As a result of the burden, it was clear that the VHRM team was not doing well to help employees. Moreover, VHRM was faulted for leading to the frequent assigning of a large amount of work to remote workers, discouraging them from working from home.

On the adverse consequences of the VHRM, the respondents indicated that work-related burnout was also present. Some of the respondents stated that they experienced burnout from their jobs at times. There was also an increase in screen duration, which had a detrimental effect on the VTs. The findings also revealed that the VHRM has extended working hours to its remote employees which resulted in complaints that demonstrated the VHRM's ineptitude to some extent. As a result, despite the VHRM's excellent performance, several flaws were identified.

Any future research on this issue should take into account the working hours of remote employees. The VHRM must assign needed time frames to remote employees to work within the terms of their engagement with the company.

3.7 Limitations

As with the majority of studies, the design of the current study is subject to limitations that could be addressed in future research. Firstly, as outlined in the literature review, there currently is little research regarding VHRM, HR measures to ensure retention of VTs, especially in the context of the COVID-19 pandemic. This is because the pandemic is only a recent phenomenon and researching a subject that is topical carries a great theoretical significance since the pandemic situation is unprecedented. This limitation can be considered an important opportunity as identified gaps in literature and present the need for further development in the area of study. Future research should therefore build on this research to further inquiries into the virtual teams concerning the COVID-19 pandemic effects, as well as focus on unearthing VTs influential factors such as cultural differences, team size, and project management approaches to establish remote teams' reliability and retention rates.

As this research involved surveying people and their perceptions, the researcher faced the problem of having limited access to the correct type of respondents. This limitation was overcome by having “filter questions” on the online survey. These questions served as screening questions to filter those who didn't fit the needs of the research and ensured that the audience responding to the survey would be in the correct age brackets, had workplace experience (were employed), and had experience in dealing with the HR department/team. This helped ensure that the findings from the survey were still reliable and validate despite this limitation.

At the same time, some of the respondents had their personal reasons that were making them reluctant in taking part in the data collection process. The study was considered ethically sensitive and took all necessary ethical and confidentiality protocols in order to ensure the anonymity of participants during the study. Consent was taken over the call before the interview began, where they agreed that the interview would be audio-recorded and that written notes could be taken. Furthermore, they were informed that sections of their interviews might be quoted in the report or published in academic articles, but that their information will remain confidential and that no identifying features would be mentioned on the transcripts. Additionally, all respondents were required to read and sign electronic informed consent forms as a declaration that they willingly took part in the survey. Future research should increase the sample sizes and time constraints (e.g., a longitudinal study) for a more precise result. Additionally, future researchers should also take into consideration that as the study has an exploratory nature, interviewing participants over a digital platform like Zoom or Teams might yield different responses than a face-to-face in-person interview. This may be due to personal biases according to what opinions and perceptions the participant believes socially acceptable.

3.8 Formulation of Recommendations

The pandemic has led to permanent changes for organizations who wish to continue in the current remote working model due to financial or other reasons. Therefore, this research provides policy and societal benefits to assist other companies who wish to employ this model of working and assist to ease the transition for remote working employees and virtual teams. As the pandemic situation is unprecedented, this study's findings would be of great significance in establishing a foundation for researchers to further inquiries into the virtual teams concerning the COVID-19 pandemic effects. Based on the results, VTs have significant benefits to employees, management, and firms.

The researcher, therefore, based on the findings, devised with a number of recommendations. These recommendations are exceedingly useful for the future, especially for companies and governments, as well as to ensure that they create an effective manner of handling the entire

situation of COVID-19 in order to maximize on profits, and to minimise on loss. These recommendations include:

VHRM strategies that companies should employ to ensure reliable and effective virtual teams

- **Integrating Artificial Intelligence:**

The study has answered the research question ‘what was the rate of adoption of the virtual teams by the HR departments of companies when the pandemic period’, as according to research findings in section 3.1.1, adoption rate of VTs by the HR departments was high with a large number of companies investing in new technology/tools for virtual teams (48%) and offering new upskilling opportunities for employees. Additionally, the study also answered the question of ‘what are measures put in place by companies during this COVID-19 pandemic to ensure high performance among the workers operating remotely’, as the majority of companies aimed at (52%) improving communications, and many did so through the new technology that they had invested in for virtual teams. These research questions help the researcher better gauge what VHRM strategies are effective for dealing with the impacts of the pandemic, and for improving reliance on virtual teams during and post COVID-19 period.

The results illustrated in section 3.1.1.2.2, it emerged that companies have to practice teamwork to keep their day-to-day operations operating smoothly, according to the respondents, who talked about investing in new tools to encourage innovation. "My organization invested in new platforms for team communication such as Microsoft Teams and soft skills training to guarantee a productive virtual community," said respondent AX. Companies played a critical role by investing in dependable tools and providing necessary expertise. "The firm that I work for invested in new technologies to help the staff and also performed Zoom training," said respondent QH. From the study outcomes, the need for advanced and interoperable communication tools are a priority hence the existence of virtual human resource management systems that have significantly changed how organizations control and coordinate employee recruitment and subsequent monitoring to obtain maximum productivity. Therefore, the incorporation of artificial intelligence (AI) which is perceived as a game-changer in the corporate sector has proven critical in simplifying manual tasks and how they are executed. Most importantly the incorporation of AI human resource tools in everyday organizational operations have improved efficiency and workflow in most workplaces, especially during the pandemic. Similar findings necessitating the need for AI is based on the study findings suggesting that some of the respondents felt like the companies had done very little when it came to equipping the workers during the pandemic period. For instance, respondent IP said that "there is lack of co-operation between departments. The lack of co-operation had led to over stacked applications and data redundancy." Respondent QH said that "the HR team in the company that I am working in is completely useless since there is nothing that the team is practising to enhance workers continue discharging their duties even from home." Moreover, as depicted in section 3.1.1.2.2, 48% of the respondents recommended the need for new technology hence, it is recommended that the organization can invest in artificial intelligence by seeking vendors specialising in producing advanced virtual human resource management tools such as Bambee, Bonusly, or Outback Team Building. For instance, Bambee is an HR platform that conveniently connects companies with multiple dedicated HR managers. Essentially, the managers sourced by the Bambee HR software performs all the relevant tasks that any in-house HR manager can do including; recruiting, hiring new employees, onboarding, creating company policies, facilitating compliance with relevant laws and regulations including

labour codes, and maintaining records. One significant benefit of the Bambee application is that it gives companies of all sizes best on their different budgets access to relevant outsourced HR services that are deemed necessary for their growth. Alternatively, the organisation should consider deploying the HR application called Bonusly which provides employees with an opportunity to quickly adapt to the organisational culture by creating an interactive system that consolidates.

Moreover, the study has answered the research question of ‘what are the possible challenges faced by human resource managers as they execute their roles of controlling and monitoring virtual teams’ by addressing challenges of human resource as indicated in 3.1.1.2.3 will help human resource managers execute their roles in controlling and monitoring virtual teams to consolidate employee performance to meet organizational targets and foster the formation of competent teams that work in synergy to contribute to the cumulative good of the organization. Therefore, to deal with challenging things faced by human resource managers as they execute their roles of controlling and monitoring virtual teams where 56% of the managers mentioned mental health (burnout, work/life balance) and 24% mentioned corporate culture according to section 3.1.1.2.3, Bonusly is an important tool in creating a culture of employee recognition. Bonusly also has the additional advantage of using the software to recognise output levels and recommend the relevant awards scheme for milestones achieved in real-time. Alternatively, Bonusly, comes with a package that is interactive and easy to use thereby enabling HR personnel to generate support and goodwill from within existing virtual teams besides strengthening departmental collaboration. Uses of Bonusly, in addition to creating a recognition culture, also creating a system of awarding performance to motivate workers will provide the necessary technical support for individual growth. As indicated in section 3.2.4. 33% of respondents indicated that career progression/growth as the most important employee retention factor.

Lastly, the Outback team building HR tool is highly recommended as well because it specialises in organising team building and bonding activities for in-person or virtual engagements. The Outback team-building HR tool is highly resourceful in fostering interdisciplinary collaboration within organisational setups that focus fully on motivation and morale-boosting within the organisation. In furtherance, the Outback Team Building HR application helps personnel to effectively run team building activities and events through the simplification of things that participants are expected to do for themselves besides directing attention towards engagement activities that matters most to the delivery of results. This will address the third most common retention factor (22%) from section 3.2.4, manager relationship.

The successful functionalities of virtual human resource management tools depend heavily on AI and big data to help in identifying resourceful inputs that a company needs to thrive. It is necessary to understand that most of the modern and highly advanced electronic human resource tools (e-HR) also depend on machine learning to effectively respond to individual company needs. The recommended applications have demonstrated success in yielding high organisational output by ensuring that targets are met, and employees are happy, a situation that befits the current coronavirus pandemic era.

- **Adopting Data-Driven Strategies:**

The research successfully answered the research question of ‘what do employees think about virtual team experience; would they recommend continuing beyond the COVID-19 pandemic’ and according to section 3.1.1.3.4, 68% saw the pandemic as a test of work-life balance, while

24% saw it as a period of isolation and sadness. Furthermore, 76% reported mental tension and temperaments due to isolation, and 16% reported pressure in their employment and financial lifestyle, which led to family conflicts. However, 52% of companies have improved communication and modified performance reviews, while 20% have increased salary or implemented flexible work hours. Overall, 80% of respondents would advocate virtual remote working, claiming that video calls are just as effective as face-to-face meetings, while just 16% would not, citing the limitations of virtual working/meetings as a factor. Therefore, efficient coordination of virtual team building relies on interventions supported by real-time data. Analytics to inform top-level and mid-level decision making by the organization's leadership which by extension depend on human resource managers for advice. Ultimately it is the prerogative of the HR professionals to choose approaches that deliver precision regarding the information on human resources, including recruitment, talent recognition and development and optimising the productivity of the existing workforce. Human resource managers have the biggest responsibility in identifying the most appropriate professionals needed by the company to deliver on targeted objectives and to negotiate employee benefits and other remuneration following existing labour laws effectively. Consequently, focusing every management level decision on real data for planning purposes since metrics and analytics eliminate guesswork. The need for data-driven strategies is also in high demand, especially during the pandemic because it helps organizations forecast their plans regarding employee management, expected return on investment, anticipated challenges, and how to ameliorate them.

Extensive data that can be tracked, monitored, and measured provides valuable information assets to any company intending to focus on modern human resource management methods involving technology. Intensive data-driven HR strategies have provided substantial improvement on how virtual teams can be managed effectively remotely besides helping in the identification of appropriate candidates matching a particular job profile. Alternatively, data-driven strategies and show that the performance capabilities of prospective employees are tested on areas of skills and competencies besides the potential it works for the company in the long term. Since the pandemic has brought about uncertain times, data-driven decision making has helped determine potential risk factors that influence employees' decisions to leave the positions and strengthen impediments to increase retention.

Most importantly, data is also crucial in gathering organizational insight on better employee engagement and motivation methods besides identifying areas of weaknesses that require strengthening through strategies such as training and capacity building. Strategic decision-making is now aided by data warehouses and data mining technologies. Analyses that were previously difficult to conduct due to a lack of data or cost-effectiveness may now be completed, and complicated issues can now be answered. Data warehouses are centralized repositories for chosen HR data that are kept apart from real data. Data mining technologies combined with advanced statistical data analysis approaches may then be used to uncover previously unknown connections between policies, processes, practices, and organizational outcomes.

VHRM strategies that companies should employ to ensure retention of virtual teams

- **Promoting e-learning for remote employees:**

On employee retention, section 3.24 highlights that the majority (32.78%) of the employees would leave the company due to no career progression while 23.84% would leave for non-competitive compensation, 21.52% would leave the workplace poor manager relationship,

14.9% poor team dynamics, 3.64% lack of recognition, and 3.32% for other reasons. Therefore, to help in employee retention, it is recommended that organizations should encourage e-learning for remote employees who have difficulties with the VHRM systems to adopt a wide range of possibilities that e-learning brings. A Learning Management System (LMS) is one alternative for managing the company's administration, tracking, and reporting of training. An LMS can save expenses, expedite training, and empower individuals to better manage their skill development by allowing the company and employees to build talent and skill profiles, sign up for courses, and track course attendance. The usage of a Learning Content System (LCS), which controls the delivery and content of courses for workers, is a second alternative. These systems work together to assist the company manage content, organizational learning processes, and online content delivery. The company may keep track of completed modules and how effectively they were learnt using the LMS.

Nonetheless, e-learning techniques are undergoing two significant changes. The first is the rising use of social web-based tools, such as blogs, wikis, Facebook, and other "Web 2.0" technology. Simultaneously, a new generation of workers is entering the workforce, having grown up with technology pervasive in their everyday lives. Organizations can exploit informal learning by forming knowledge networks due to the move to "Web 2.0" technology. Employees with a pressing query or skill to acquire will no longer have to wait for a planned training session if these are well-designed and implemented. In furtherance, employees can instead look for information by searching the corporate knowledge wiki or another online knowledge repository. These tools can assist businesses in supplementing traditional "push" training methods with "pull" training models, in which employees seek out and receive information as needed. HR departments have now grasped the value of e-learning for their employees as a means of developing their skills. Blended learning alternatives, in which a portion of the training is performed online and the rest in a classroom, should be considered by businesses. Trainees can, for example, study basic concepts such as leadership skills or one-on-one sales tactics over the internet. They may then come back together to discuss the results of their online work and put these strategies into practice. If implemented by HR for virtual teams, such a mixed strategy is highly effective.

- **Managing Remote Employees through Organized Team Building:**

The study findings indicated in section 3.1.1.3.2 showed that according to FS, "a lot of family members are now struggling with anxiety issues." It is clear that some of the workers, such as TE, allude to the mental health challenges faced during the pandemic. Respondent GR states that "Financial loss and job impact. I think no one can prepare you for your stress and anxiety. Companies should be more ready about the lockdown and financial hit that they might get as they can lose employees as their salaries get cut." This fact shows that GR realised that unpreparedness was the major cause of the mental issues, and the company's preparation would be vital to curbing such scenarios. Thus, the onset of the coronavirus pandemic necessitated the need for VHRM tools to address the challenges (mental health issues) of having employees work from home or remote locations. Inherently, employees' management, especially for companies that were adopting virtual human resources for the first time, became difficult and needed time to adjust to the new demands of business operations. Therefore, several organizations had to procure human resource management tools to facilitate virtual engagement with their employees during the pandemic when in-person interactions at the company level were discouraged as part of the containment measures to reduce further spread and effects of the contagion. Consequently, more remote employees and how to manage them became a big

problem to the HR department dealing with a unique set of challenges associated with virtual human resource management.

The current recommendation proposes the need for comprehensive implementation of electronic human resource tools at the organizational level aided by adequate training, skills acquisition and capacity building for human resource personnel to deal with motivational issues that will make employees feel a sense of company community, enhance employee productivity and morale, coordinate employee output even if located in different time zones and investigate concerns and complaints of employees virtually. Creating this company culture is crucial to drive reliability as employees feel a sense of obligation and will ultimately enforce a sense of belonging which aids in retention of talent.

Remote work has several advantages and disadvantages, and it requires diligence from the HR in charge to make significant changes that facilitate adaptability to technological demands. As indicated in section 3.1.1.3.4, according to respondent KN, "being able to work flexibly in terms of not having to constantly be in front of your laptop as many parents have children at home as well that need attention. However, each associate knows that with the freedom comes responsibility and accountability and we all understand that goals need to be met so, we all ensure that tasks are still attended to within the TAT's set for us." The current company is recommended to adopt a more structured and organized way of coordinating virtual team building to enhance flexibility for employee scheduling and expand the talent pool where a company can easily acquire skills matching needs.

Regarding management of employees in different cities subjected to containment measures COVID-19 pandemic that restricted movement, it became necessary for human resource managers to strengthen virtual team building activities, support the adoption of electronic alternatives and integrate traditional team-building approaches in the era of the pandemic. One of the most significant aspects of virtual team building was the need to realise cohesion, bonding and productivity among a highly motivated workforce which depended on how well they were coordinated. Consequently, the adoption of better electronic human resource management tools existing in the market is encouraged to ensure that organisational activities are streamlined, and results delivered within existing timelines. The need for a highly reliable workforce working remotely during the pandemic required efficient collaboration between organisational leadership, the human resource department, and the employees to realise the full potential of the virtual human resource system in place. Therefore, it is recommended that human resource departments need to prioritize the automation of tasks which implies complete integration of technology for a reduction of workload and optimising efficiency. Essentially, the adoption of a well-organised, coordinated, planned, and structured electronic human resource system will facilitate automation of activities relating to payroll management, billable time management, employee recruitment and onboarding, organisation records management, employee benefits management, appraisal management and tax documentation. Most importantly, streamlining organisational processes by the HR department will help in resolving workplace incidents and reduce instances where employees suffer infections from the pandemic if they were to operate physically within the company's premises. With less focus on HR admin activities, the HR team can be more productive and employee centric.

4. Conclusion

The current research findings have revealed that the implementation of the VHRM has led to high productivity, reliability, and retention capacity of employees as they learn to adapt to the technological changes occurring within their workplace. Similarly, the HR department has reported increased employee satisfaction with the deployment of virtual teams to work from home. The results of this research demonstrate that when adequate effort and resources are invested in VHRM then human resource managers can identify and implement work efficient solutions that maximize employee output especially during and after the COVID-19 pandemic. In furtherance, the study findings indicated that employees were acquiring new skillset essential in continuing with their work remotely. The skills acquisition according to the study respondents included soft skills and technical ones, an indication that the organization was prioritizing the interests of the employees to perform better without impediments. Focusing on employee needs was one of the prominent motivational factors that encouraged virtual teams to remain committed to their work during the pandemic. Employee welfare was also considered essential according to the study findings with most respondents demonstrating satisfaction with safety concerns by the organization's leadership hierarchy as exemplified by the issuance of protective equipment, masks, and hand sanitisers. The focus of the organization to emphasize containment measures such as quarantine, social distancing, and sanitation as demonstrated by the research findings is a strong indicator of prioritizing employee welfare as a critical aspect of their performance.

The research findings indicated that the organization focused on the adoption of creative and innovative means of engaging employees through virtual human resource tools. The study findings demonstrated that the increasing trend of remote working had led to the HR department employing new technological solutions to overcome the challenges created by the pandemic and ensure that organisational objectives were met regardless of whether staff working in an office or at home. The results of the study also indicated that remote work had significantly impacted the role of human resources in the current workplace environment by ensuring that human resource managers strengthen and support virtual workplaces. Therefore, according to the study findings, VHRM has proved critical in promoting employee engagement which has been a critical factor in realising organisational goals because it has meant that traditional approaches to employee management had to be modified to meet the new demands of virtual teams in terms of capacity building and infrastructural support. Employee engagement has therefore become a critical area of focus because workplace engagement inherently contributes to higher productivity thereby creating an aligned, cohesive, thriving and purpose-driven culture among employees.

The findings further indicated that virtual teams had to adjust to the new technological demands of the current workplace have demonstrated potential benefits and challenges facing their output performance requiring the HR department to provide virtual support for remote teams. Consequently, the HR department has had to rely on co-working platforms besides implementing the application of collaboration tools accessible online to host special employee events and meetings as suggested by the research findings. Therefore, unique engagement tactics such as online chatrooms, virtual meeting tools like Zoom, Google Meet or Skype have proven strategies in aligning organisational expectations with employee productivity levels when working remotely.

Interestingly, the research findings further demonstrated that communication remained a vital tool between the organisation and its workers has experienced significant difficulties as many employees have had to struggle with the realities of the sudden adjustments made by the company. Nonetheless, the respondents in the research study indicated that strategic

communication has been adopted by human resource managers at the organizational level to ensure that they rely on the information on time between the top management and the employees regardless of them working from home. Consequently, adjustments have been further necessitated by situations such as different time zones, infrastructural needs, technical support, training, and motivation of virtual teams by the HR department. Invariably, the findings indicated that to help facilitate the maintenance of a new culture of employee engagement, human resource managers have been forced to be more creative and innovative in supporting remote workplaces by integrating traditional on-site organisational culture to meet the virtual setting. Therefore, in a fully online workplace, communication has been the pillar that keeps individuals and the leadership hierarchy connected as exemplified by the need to create a highly interactive and flexible working environment. The ultimate goal of the human resource manager therefore geared towards optimising workforce satisfaction and productivity by performing team building activities virtually.

The findings also emphasized the critical role of the human resource department have had to respond to COVID-19 by leading with compassion and focusing on the emotional and physical needs of their employees. In furtherance, the HR department had offered incentives that included ensuring that employees had all of the required equipment and resources to properly operate from home. The respondents further indicated that the HR managers have been called upon to assist in the creation of a seamless digital employee experience that ensures accessibility from different locations which further eased work. Therefore, the envisaged virtual human resource management tools have had to care for onboarding, training, and general team management for new employees. Additionally, technical support may entail acquiring new equipment for certain staff (like monitors or laptops). The respondents cited the need for improved remote processes and management systems to enhance productivity. HR departments have also had to create procedures to cope with workers who incur additional expenditures as a result of working from homes, such as phone and internet bills. Another finding indicated that remote HR teams were developing appropriate criteria for measuring employee job performance online using the new applications. Therefore, the results showed that the managers and HR personnel could monitor employee behaviour when they work remotely. As a result, staff accomplishments or failures were evaluated daily. Employee performance assessments and recognition systems had therefore contributed to a results-oriented performance among the workforce.

Lastly, integrated human resource technologies are innovative HR solutions that will change human resource management for recruitment, personnel database administration, and improving productivity and communication, especially those that are impactful and simple to implement. Virtual reality is being used by both large corporations and nimble start-ups for everything from hiring to training to employee communication. Thus, organizations will pick a virtual platform that allows their staff to learn from one another as well as take advantage of a large talent pool that fosters mutual learning in a controlled online environment. Nonetheless, for reliability, issues encountered when using virtual human resource technologies must be solved continually.

5. Bibliography

Academic writing and journals

- Abarca, V.M.G., Palos-Sanchez, P.R. and Rus-Arias, E., 2020. Working in virtual teams: a systematic literature review and a bibliometric analysis. *IEEE Access*, **8**, pp. 168923-168940.
- Abdulmuhsin, A.A. and Tarini, A., 2021. Impact of knowledge leadership on the challenges and innovative performance of virtual teams: an empirical examination in oil sector companies. *International Journal of Knowledge Management Studies*, **12**(1), pp. 1-33.
- Adamovic, M., 2018. An employee-focused human resource management perspective for the management of global virtual teams. *The International Journal of Human Resource Management*, **29**(1), pp. 2159–2187
- Adiga, M. and Bassey, U., 2021. COVID-19 pandemic: implications on HRM and sustainability in the new normal. *African Journal of Business and Economic Development*, **2**(1), pp. 29-42.
- Afflerbach, T., 2020. Hybrid virtual teams in shared services organizations. In *Progress in IS*, pp. 181-203.
- Alsayed, I., 2016. Utilising secondary data sources in combination with primary clinical data to optimise data collection in prospective study designs. *Value in Health*, **19**(3), pp. A108.
- Alsharo, M., Gregg, D. and Ramirez, R. (2017) Virtual team effectiveness: the role of knowledge sharing and trust. *Inf Manag*, **54**(4), pp. 479–490
- Alzola, M., 2018. Decent work: the moral status of labour in human resource management. *Journal of Business Ethics*, **147**(1), pp. 835–853.
- Anderson, A.J., Kaplan, S.A. and Vega, R.P., 2015. The impact of telework on emotional experience: when, and for whom, does telework improve daily affective well-being? *European Journal of Work and Organizational Psychology*, **24**(1), pp. 882–897.
- Andersson, U., Brewster, C., Minbaeva, D., Narula, R. and Wood, G., 2019. The IB/IHRM interface: exploring the potential of intersectional theorising. *Journal of World Business*, **54**(5), pp. 100998.
- Aryan, R. and Sharma, D., 2018. Transforming HRM through technology: future of HR. *International Journal of Emerging Research in Management and Technology*, **6**(6), pp. 265.
- Aranaz-Andrés, J.M., McGee-Laso, A., Galán, J.C., Cantón, R. and Mira, J., 2021. On behalf of the team of work COVID-19. Activities and perceived risk of transmission and spread of SARS-CoV-2 among specialists and residents in a Third Level University Hospital in Spain. *Int. J. Environ. Res. Public Health*, **18**(1), pp. 2838.

- Avolio, B. J., Sosik, J. J., Kahai, S. S., and Baker, B. 2014. 'E-leadership: Re-examining Transformations in Leadership Source and Transmission,' *The Leadership Quarterly*, **25**(1), 105-131.
- Ayoko, O.B., Konrad, A.M., and Boyle, M.V. 2012. 'Online Work: Managing Conflict and Emotions for Performance in Virtual Teams,' *European Management Journal*, **30**(2), pp. 156–174. doi: 10.1016/j.emj.2011.10.001.
- Bakker, A. B and de Vries, J. D., 2021 'Job Demands–Resources Theory and Self-Regulation: New Explanations and Remedies for Job Burnout,' *Anxiety, Stress and Coping*, **34**(1) pp., 3-5. doi: 10.1080/10615806.2020.1797695
- Bell, E., 2019. *Business research methods*. Oxford: Oxford University Press.
- Bolarinwa, O. A., 2015. Principles and methods of validity and reliability testing of questionnaires used in social and health science research. *The Nigerian Postgraduate Medical Journal*, **22**(4), pp.195–201.
- Bolisani, E., Scarso, E., Hansen, J.P. and Kirchner, K., 2020. Working from home during COVID-19 pandemic: lessons learned and issues. *Management & Marketing. Challenges for the Knowledge Society*, **15**, pp. 458-476.
- Borst, R. T., Kruyen, P. M. and Lako, C. J. 2019. 'Exploring the Job Demands–Resources Model of Work Engagement in Government: Bringing in a Psychological Perspective', *Review of Public Personnel Administration*, **39**(3), pp. 372–397. doi: 10.1177/0734371X17729870.
- Brewster, C., Mayrhofer, W. and Smale, A., 2016. Crossing the streams: HRM in multinational enterprises and comparative HRM. *Human Resource Management Review*, **26**(1), pp. 285–297.
- Brinkmann, S. and Kvale, S., 2018. *Doing interviews* (Vol. 2). Thousand Oaks: Sage.
- Burles, M.C. and Bally, J.M., 2018. Ethical, practical, and methodological considerations for unobtrusive qualitative research about personal narratives shared on the internet. *International Journal of Qualitative Methods*, **17**(1), pp. 1609406918788203.
- Caligiuri, P., De Cieri, H., Minbaeva, D., Verbeke, A. and Zimmermann, A., 2020. International HRM insights for navigating the COVID-19 pandemic: implications for future research and practice. *Journal of International Business Studies*, **51**(5), pp. 697-713.
- Chartered Institute of Personnel and Development 2020. *Developing effective virtual teams*. London: Chartered Institute of Personnel and Development.
- Chen, Y. and Fulmer, I.S., 2018. Fine-tuning what we know about employees' experience with flexible work arrangements and their job attitudes. *Human Resource Management*, **57**(1), pp. 381–395.
- Cochran, W.G., 2007. *Sampling techniques*. John Wiley & Sons.
- Collins, C., 2020. Expanding the resource-based view model of strategic human resource management. *The International Journal of Human Resource Management*, **32**(2), pp. 331-358.

- Collins, H., 2018. *Original research: the theory and practice of research for the creative industries*. London: Bloomsbury Publishing.
- Conway, E., Na, F., Kathy, M., Kerstin, A., and Bailey, C. 2016. 'Demands or Resources? The Relationship Between HR Practices, Employee Engagement and Emotional Exhaustion Within A Hybrid Model of Employment Relations,' *Human Resource Management*, **55**, pp. 901-917.
- Cortellazzo, L., Bruni, E. and Zampieri, R. 2019. 'The Role of Leadership in a Digitalized World: A Review,' *Frontiers in Psychology*, 10(1938), no page. doi: 10.3389/fpsyg.2019.01938
- Couch, D.L., O'Sullivan, B. and Malatzky, C., 2021. What COVID-19 could mean for the future of "work from home": the provocations of three women in the academy. *Gender, Work & Organization*, **28**, pp. 266-275.
- Crotts, J.C., Pan, B. and Raschid, A.E., 2008. A survey method for identifying key drivers of guest delight. *International Journal of Contemporary Hospitality Management*, **20**(4), pp. 462-470
- Daltro, E., da Silva, M. M. dos Santos, E. 2020. 'Contributions of the Theory of Adaptive Structuring for the Analysis of Social Media Usage,' *A Protocol Proposal for Systematic Literature Review. VII Encontro de Administração da Informação - EnADI 2020*.no page.
- Davidavičienė, V., Al Majzoub, K. and Meidute-Kavaliauskiene, I. 2020 Factors Affecting Knowledge Sharing in Virtual Teams. *Sustainability*, **12**(17), pp. 6917.
- DelCampo, R., 2011. *Human resource management demystified*. New York: McGraw-Hill.
- Ebrahim, N.A., Ahmed, S., Abdul-Rashid, S.H. and Taha, Z., 2012. Technology use in the virtual R&D teams. *American Journal of Engineering and Applied Sciences*, **5**(1), pp. 9-14.
- Efimov, I., Harth, V. and Mache, S., 2020. Health-oriented employee leadership in virtual teams: a qualitative study with virtual teams. *International Journal of Environmental Research and Public Health*, **17**(18), pp. 6519-6529.
- Elvira, M., 2017. Leading virtual teams: managing geographically dispersed virtual teams is a growing reality. Here are five aspects that make all the difference. *IESE Insight*, **1**(34), pp. 5.
- Feitosa, J. and Salas, E., 2020. Today's virtual teams: adapting lessons learned to the pandemic context. *Organizational Dynamics*, Epub ahead of print.
- Fox, N.J. and Alldred, P., 2014. New materialist social inquiry: designs, methods, and the research-semblage. *International Journal of Social Research Methodology*, **18**(4), pp. 399-414.
- Gallego, J., Ortiz-Marcos, I. and Romero Ruiz, J., 2021. Main challenges during project planning when working with virtual teams. *Technological Forecasting and Social Change*, **162**(1), pp. 120353.

- Gelman, A., 2005. Analysis of variance—why it is more important than ever. *Annals of Statistics*, **33**(1), pp. 1-53.
- Ghauri, P., Grønhaug, K. and Strange, R., 2020. *Research methods in business studies*. Cambridge University Press.
- Gibbs, J.L., Sivunen, A., and Boyraz, M. 2017. ‘Investigating the Impacts of Team Type and Design on Virtual Team Processes’, *Human Resource Management Review*, **27**(4), pp. 590–603. doi: 10.1016/j.hrmr.2016.12.006.
- González-Rodríguez, G., Colubi, A. and Gil, M.Á., 2012. Fuzzy data treated as functional data: a one-way ANOVA test approach. *Computational Statistics & Data Analysis*, **56**(4), pp. 943-955.
- Großer, B. and Baumöl, U. (2017). ‘Why Virtual Teams Work – State of the Art,’ *Procedia Computer Science*, **121**, pp. 297–305.
- Großera, B. and Baumöla, U. 2017. Virtual Teamwork In The Context Of Technological And Cultural Transformation,' *International Journal of Information Systems and Project Management*, **5**(4), pp. 21-35. doi: 10.12821/ijispm050402
- Guilford, J.P., 1941. The phi coefficient and chi square as indices of item validity. *Psychometrika*, **6**(1), pp. 11-19.
- Haines, R., 2021. Activity awareness, social presence, and motivation in distributed virtual teams. *Information & Management*, **58**(2), pp. 103425.
- Hewett, R., Shantz, A., Mundy, J. and Alfes, K., 2017. Attribution theories in Human Resource Management research: a review and research agenda. *The International Journal of Human Resource Management*, **29**(1), pp. 87-126.
- Hewett, R., Shantz, A. and Mundy, J., 2017. Information, beliefs, and motivation: the antecedents to human resource attributions. *Journal of Organizational Behavior*, **40**(5), pp. 570-586.
- Hicks, M., 2018. How HR execs can use technology to connect a divided workforce. *Strategic HR Review*, **17**(1), pp. 23-28.
- Hoch, J. and Dulebohn, J., 2017. Team personality composition, emergent leadership, and shared leadership in virtual teams: a theoretical framework. *Human Resource Management Review*, **27**(4), pp. 678-693.
- Holden, R.R., 2010. Face validity. *The corsini encyclopaedia of psychology*, pp. 1-2.
- Hu, Q., Schaufeli, W. B., and Taris, T. W. 2011. The Job Demands–Resources Model: An Analysis of Additive and Joint Effects of Demands and Resources. *Journal of Vocational Behavior*, **79**(1), pp. 181–190. doi:10.1016/j.jvb. 2010.12.009
- Ipsen, C., Kirchner, K. and Hansen, J.P., 2021. COVID-19 leadership challenges in knowledge work. *Knowledge Management Research and Practice*, **1**, pp. 1-8.

- Ipsen, C., van Veldhoven, M., Kirchner, K. and Hansen, J.P., 2021. Six key advantages and disadvantages of working from home in Europe during COVID-19. *International Journal of Environmental Research and Public Health*, **18**(4), pp. 1826.
- Ivancevich, J. and Konopaske, R., 2013. *Human resource management*. New York: McGraw-Hill Irwin.
- Jackowska, M. and Luring, J., 2021. What are the effects of working away from the workplace compared to using technology while being at the workplace? Assessing work context and personal context in a global virtual setting. *Journal of International Management*, **27**(1), pp. 100826
- Kaliyadan, F. and Kulkarni, V., 2019. Types of variables, descriptive statistics, and sample size. *Indian Dermatology online journal*, **10**(1), pp. 82.
- Kim, H.Y., 2017. Statistical notes for clinical researchers: chi-squared test and Fisher's exact test. *Restorative Dentistry & Endodontics*, **42**(2), pp. 152.
- Kim, S. and Wang, J. 2018. The Role of Job Demands–Resources (JDR) between Service Workers' Emotional Labor and Burnout: New Directions for Labor Policy at Local Government. *International Journal of Environmental Research and Public Health*, **15**(12), pp. 2894.
- Kimble, C., 2011. Building effective virtual teams: how to overcome the problems of trust and identity in virtual teams. *Global Business & Organizational Excellence*, **30**(2), pp. 6-15.
- Kirchner, K., Ipsen, C., & Hansen, J. P. (2021). COVID-19 leadership challenges in knowledge work. *Knowledge Management Research & Practice*, pp. 1-8. doi:10.1080/14778238.2021.1877579
- Knottnerus, J.A. and Tugwell, P., 2018. Ethics of research methodology requires a methodology of research ethics. *Journal of Clinical Epidemiology*, **100**, pp. v-vi.
- Kotzab, H., 2005. The role and importance of survey research in the field of supply chain management. In *Research methodologies in supply chain management*. Physica-Verlag HD, pp. 125-137.
- Kuimet, K., Järvis, M., Virovere, A. and Hartšenko, J., 2015. Linking Human Resource Management and Knowledge Management via Commitment to Safety. *Safety of Technogenic Environment*, **7**(1).
- Langmann, S., 2018. A/B testing: the importance of significance and test duration. *Applied Marketing Analytics*, **4**(2), pp. 149-156.
- Lengnick-Hall, M., Lengnick-Hall, C. and Rigsbee, C., 2013. Strategic human resource management and supply chain orientation. *Human Resource Management Review*, **23**(4), pp. 366-377.
- Liao, C. 2017. 'Leadership in Virtual Teams: A Multilevel Perspective', *Human Resource Management Review*, **27**(4), pp. 648–657. doi: 10.1016/j.hrmr.2016.12.010.

- Lukić, J. and Vračar, M., 2018. Building and nurturing trust among members in virtual project teams. *Strategic Management*, **23**(3), pp. 10-16.
- Manea, A.A., Radzi, A.R., Rahman, R.A. and Haron, A.T., 2021, February. Strategies for virtual teams in construction: easiness-effectiveness analysis. In *IOP Conference Series: Earth and Environmental Science*, **641**(1), pp. 012009. IOP Publishing.
- Marlow, J. and Dabbish, L., 2012. Designing interventions to reduce the psychological distance in globally distributed teams. In: *Proceedings of CSCW'12 Companion*. New York: ACM, pp. 163–166.
- Marlow, S.L., Lacerenza, C.N. and Salas, E. 2017. Communication in virtual teams: a conceptual framework and research agenda. *Human Resource Management Review*, **27**(4), pp. 575–589. doi:10.1016/j.hrmr.2016.12.005
- Maruping, L.M. and Magni, M., 2015. Motivating employees to explore collaboration technology in team contexts. *Mis Quarterly*, **39**(1), pp. 1–16.
- Maynard, M.T., Mathieu, J.E., Rapp, T.L. and Gilson, L.L., 2012. Something (s) old and something (s) new: modelling drivers of global virtual team effectiveness. *J Organ Behav*, **33**(3), pp. 342–365.
- McGrath, J. E. and Hollingshead, A., 1993. Putting the ‘group’ back in group support systems: some theoretical issues about dynamic processes in groups with technological enhancements. In: *Group Support Systems: New Perspectives*. New York: Macmillan, pp. 78–96.
- Mehta, C.R. and Patel, N.R., 2011. *IBM SPSS exact tests*. Armonk, NY: IBM Corporation.
- Mira, M.S., Bianchi, S., Pereira, R. and Ferreira, R., 2021. Decision factors for remote work adoption: advantages, disadvantages, driving forces and challenges. *Journal of Open Innovation: Technology, Market, and Complexity*, **7**(1), pp. 70-96.
- Mishra, P., Pandey, C.M., Singh, U., Gupta, A., Sahu, C. and Keshri, A., 2019. Descriptive statistics and normality tests for statistical data. *Annals of Cardiac Anaesthesia*, **22**(1), pp. 67.
- Moon, K. and Blackman, D., 2014. A guide to understanding social science research for natural scientists. *Conservation Biology*, **28**(5), pp. 1167-1177.
- Morrison-Smith, S., and Ruiz, J. 2020. 'Challenges and Barriers in Virtual Teams: A Literature Review', *SN Applied Science*, **2**(1096). doi: 10.1007/s42452-020-2801-5
- Mysirlaki, S. and Fotini, P., 2020. Emotional intelligence and transformational leadership in virtual teams: lessons from MMOGs. *Leadership & Organization Development Journal*, **41**(4), pp. 1-34.
- Navimipour, N.J. and Charband, Y., 2016. Knowledge sharing mechanisms and techniques in project teams: literature review, classification, and current trends. *Comput Hum Behav*, **62**(1), pp. 730–742.

- Newman, S.A., Ford, R.C. and Marshall, G.W., 2019. Virtual team leader communication: employee perception and organizational reality. *Int J Bus Commun*, **3**(2), pp. 5-8.
- Newman, S. A., Ford, R. C., & Marshall, G. W. (2019). Virtual team leader communication: Employee perception and organizational reality. *International Journal of Business Communication*, **57**(4), pp. 452-473. doi:10.1177/2329488419829895
- Newman, S.A. and Ford, R.C., 2021. Five steps to lading your team in the virtual COVID-19 workplace. *Organizational Dynamics*, **50**(1), pp. 100802.
- Nguyen-Duc, A., Cruzes, D. S., and Conradi, R. 2015. The impact of global dispersion on coordination, team performance and software quality – A systematic literature review. *Information and Software Technology*, **57**(1), pp. 277-294. doi:10.1016/j.infsof.2014.06.002
- Nydegger, R., and Nydegger, L. 2010. 'Challenges in Managing Virtual Teams,' *Journal of Business and Economics Research*, **8**(3), pp. 70-80. doi:10.19030/jber.v8i3.690
- O'Neill, T.A., Hancock, S.E., Zivkov, K., Larson, N.L. and Law, S.J., 2016. Team decision making in virtual and face-to-face environments. *Group Decis Negot*, **25**(5), pp. 995–1020.
- Olson, J.S. and Olson, G.M., 2013. Working together apart: collaboration over the internet. *Synth Lect Hum Center Inform*, **6**(5), pp. 1–151.
- Omair, A., 2015. Selecting the appropriate study design for your research: descriptive study designs. *Journal of Health Specialties*, **3**(3), pp. 153.
- Parreira, M.R., Machado, K.B., Logares, R., Diniz-Filho, J.A. and Nabout, J.C., 2017. The roles of geographic distance and socioeconomic factors on international collaboration among ecologists. *Scientometrics*, **113**(3), pp. 1539–1550.
- Penarroja V, Orengo V, Zornoza A., (2017) Reducing perceived social loafing in virtual teams: the effect of team feedback with guided reflexivity. *J Appl Soc Psychol* **47**(8), pp. 424–435
- Peñarroja, V., González-Anta, B., Orengo, V., Zornoza, A. and Gamero, N., 2020. Reducing relationship conflict in virtual teams with diversity fault lines: the effect of an online affect management intervention on the rate of growth of team resilience. *Social Science Computer Review*, pp. 0894439320907575.
- Pham, L. (2018). A Review of fundamental paradigms: positivism, interpretivism, and critical inquiry. *University of Adelaide*
- Pinjani P, Palvia P (2013) Trust and knowledge sharing in diverse global virtual teams. *Inf Manag* **50**(4), pp. 144–153
- Ponto, J., 2015. Understanding and evaluating survey research. *Journal of the Advanced Practitioner in Oncology*, **6**(2), pp. 168.

- Post, S., 2018. Polarising Communication as Media Effects on Antagonists. Understanding Communication in Conflicts in Digital Media Societies1. *Communication Theory*, **29**(2), pp. 213-235.
- Quade, A., Wynn, M.G. and Dawson, D., 2020, September. Collaboration through virtual teams: towards an operational model for virtual project leadership in the automotive industry. In *COLLA 2020: The Tenth International Conference on Advanced Collaborative Networks, Systems and Applications*, ThinkMind (TM) Digital Library, pp. 1-7.
- Quade, M.J., McLarty, B.D. and Bonner, J.M., 2020. The influence of supervisor bottom-line mentality and employee bottom-line mentality on leader-member exchange and subsequent employee performance. *Human Relations*, **73**(8), pp. 1157-1181.
- Ren, S. and Jackson, S., 2020. HRM institutional entrepreneurship for sustainable business organizations. *Human Resource Management Review*, **30**(3), pp. 100691.
- Rehman, A.U., Nawaz, A. and Abbas, M., 2020. Role of project management in virtual teams success. *arXiv preprint arXiv:2008.13111*.
- Resnik, D.B., 2018. *The ethics of research with human subjects: protecting people, advancing science, promoting trust* (Vol. 74). London: Springer.
- Robert LP Jr, You S (2018) Are you satisfied yet? Shared leadership, individual trust, autonomy, and satisfaction in virtual teams. *J Assoc Inf Sci Technol* **69**(4), pp. 503–513
- Robert LP (2016) Far but near or near but far? The effects of perceived distance on the relationship between geographic dispersion and perceived diversity. In: *Proceedings of CHI'16*. ACM, New York, pp. 2461–2473. Doi: 10.1145/2858036.2858534
- Román-Calderón, J.P., Robledo-Ardila, C. and Velez-Calle, A., 2021. Global virtual teams in education: do peer assessments motivate student effort?. *Studies in Educational Evaluation*, **70**, pp. 101021.
- Rostovskaya, T., Groshev, I. and Krasovskii, Y., 2019. Digital models of the consult-organization of management in the company. *Digital Sociology*, **2**(1), pp. 46-54.
- Ryan, G. (2018). Introduction to positivism, interpretivism and critical theory. *Nurse researcher*, **25**(4), pp. 41-49.
- Sabet, A., Fili, A., Poya, A. and Majidi, A., 2018. Providing a predicting model of ethics in research among students. *Ethics in Science & Technology*, **12**(4).
- Sanders, and Khahlia. (2018). Media Review: Research Design: Quantitative, Qualitative, Mixed Methods, Arts-Based, And Community-Based Participatory Research Approaches. *Journal of Mixed Methods Research*, SAGE Publications, **13**(2), pp. 263-265. Doi: 10.1177/1558689817751775.
- Saunders, M., Lewis, P, and Thornhill, A, (2015). *Research Methods for Business Students*. 7th ed. s.l.: Pearson Education Limited.

- Schaubroeck JM, Yu A (2017). When does virtuality help or hinder teams? Core team characteristics as contingency factors. *Hum Resour Manag Rev* **27**(4), pp. 635–647
- Schaufeli, W. B., Taris, T. W. 2014. A Critical Review of The Job Demands-Resources Model: Implications for Improving Work and Health. In: Bauer, G. F., Hämmig, O. ed. *Bridging Occupational, Organizational and Public Health: A Transdisciplinary Approach*, pp. 43-68. Dordrecht, The Netherlands: Springer.
- Schmidtke JM, Cummings A., (2017). The effects of virtualness on teamwork behavioural components: the role of shared mental models. *Hum Resour Manag Rev* **27**(4), pp. 660–677
- Schoonenboom, J. (2017). A Performative Paradigm for Mixed Methods Research. *Journal of Mixed Methods Research*, pp. 155868981772288.
- Scott CPR, Wildman JL (2015). Culture, communication, and conflict: a review of the global virtual team literature. Springer, New York, pp. 13–32
- Sénquiz-Díaz, C. and Ortiz-Soto, M., 2019. A multifold perspective of knowledge sharing and virtual teams: The development of an IMO model. *Journal of technology management and innovation*, **14**(2), pp. 88-96.
- Shaik, F.F., Makhecha, U.P. and Gouda, S.K., 2020. Work and non-work identities in global virtual teams. *International Journal of Manpower*, **42**(1), pp. 51-78.
- Shaik, R., Nambudiri, R. and Yadav, M.K., 2021. Mindfully performed organisational routines: reconciling the stability and change duality view. *International Journal of Organizational Analysis*, **1**(1), pp. 11-19.
- Shepherd, A. and Cooper, J., 2020. KNOWLEDGE MANAGEMENT FOR VIRTUAL TEAMS. *Issues in Information Systems*, **21**(1).
- Sreejesh, S., 2014. *Business research methods*. London: Springer International Publishing.
- Steinmacher, I., Chaves, A.P. and Gerosa, M.A., 2013. Awareness support in distributed software development: a systematic review and mapping of the literature. *J CSCW*, **22**(2–3), pp. 113–158.
- Stich, J.F., 2020. A review of workplace stress in the virtual office. *Intelligent Buildings International*, **12**(3), pp. 208-220.
- Sullivan, G.M., 2011. A primer on the validity of assessment instruments. *Journal of Graduate Medical Education*, **3**(2), pp. 119.
- Sürücü, L. and Maslakçı, A., 2020. Validity and reliability in quantitative research. *Business & Management Studies: An International Journal*, **8**(3), pp. 2694-2726.
- Tang, J.C., Zhao, C., Cao, X. and Inkpen K., 2011. *Your time zone or mine? A study of globally time zone-shifted collaboration*. New York: ACM.

- Tavakol, M. and Dennick, R., 2011. Making sense of Cronbach's alpha. *International Journal of Medical Education*, **2**, pp. 53.
- Thanasegaran, G., 2009. Reliability and validity issues in research. *Integration & Dissemination*, **4**.
- Tenopir, C., Allard, S., Douglass, K., Aydinoglu, A.U., Wu, L., Read, E., Manoff, M. and Frame, M., 2011. Data sharing by scientists: practices and perceptions. *PLoS ONE*, **6**(6), pp. e21101.
- Tenzer, H., Pudelko, M. and Harzing, A.W., 2014. The impact of language barriers on trust formation in multinational teams. *J Int Bus Stud*, **45**(5), pp. 508–535.
- Thacker, R., 2012. Introduction to the special issue on human resource management certification. *Human Resource Management Review*, **22**(4), pp. 245.
- Trotter, D., 2016. Modernism's media theory. *Critical Quarterly*, **58**(3), pp. 5-26.
- Trotter, M. 2016. *The resilient practitioner: burnout and compassion fatigue prevention and self-care strategies for the helping professions*. New York: Routledge.
- Turner, J. R., Morris, M. and Atamenwan, I. 2019 ‘A Theoretical Literature Review on Adaptive Structuration Theory as Its Relevance to Human Resource Development’, *Advances in Developing Human Resources*, **21**(3), pp. 289–302. doi: 10.1177/1523422319851275.
- van der Lippe, T. and Lippenyi, Z., 2020. Co-workers working from home and individual and team performance. *New Technology, Work and Employment*, **35**(1), pp. 60-79.
- Verhulst, S. and DeCenzo, D., 2019. *Fundamentals of human resource management*. Hoboken, NJ: Wiley.
- Velez-Calle, A., Mariam, M., Gonzalez-Perez, M.A., Jimenez, A., Eisenberg, J. and Santamaria-Alvarez, S.M., 2020. When technological savviness overcomes cultural differences: millennials in global virtual teams. *Critical Perspectives on International Business*, **16**(3), pp. 279-303.
- Waizenegger L., McKenna, B., Cai, W. and Bendz, T., 2020. An affordance perspective of team collaboration and enforced working from home during COVID-19. *European Journal of Information Systems*, **29**(4), pp. 429-442.
- Wang, L., Liao, S., Chen, M., Yang, D. And Dai, G., 2013. Transactive memory system theory in virtual teams: status and future. *Advances in Psychological Science*, **21**(8), pp. 1512-1520.
- Wang, Y. and Yang, Y., 2020. Dialogic communication on social media: how organizations use Twitter to build dialogic relationships with their publics. *Computers in Human Behavior*, **104**(1), pp. 106183.

- Watson-Manheim, M.B., Chudoba, K.M. and Crowston, K., 2012. Perceived discontinuities and constructed continuities in virtual work. *Inf Syst J*, **22**(1), pp. 29–52.
- Weber, E., Bartsch, S., Buttgen, M. and Huber, A., 2020. Leadership matters in crisis-induced digital transformation: how to lead service employees effectively during the COVID-19 pandemic. *Journal of Service Management*, **32**(1), pp. 71-85.
- Welbourne, A. and Theresa M., 2012. Editor-In-Chief's Note: Research Methods in Human Resource Management: Critical Knowledge for Practitioners and Academics. *Human Resource Management*, **51**(1), pp. 1-2.
- Wells, C.S. and Wollack, J.A., 2003. An instructor's guide to understanding test reliability. *Testing & Evaluation Services University of Wisconsin*.
- Woldemicheal, G. and Mulugeta, E., 2017. Enhancing secondary school students' understanding of descriptive statistics using a modelling instructional approach. *Education Journal*, **6**(1), pp. 5.
- Zafer, B. and Thambusamy, R.X., 2020. Virtual leadership in small businesses during the COVID-19 pandemic: challenges and opportunities. *The European Journal of Social & Behavioral Sciences*, **29**(3), pp. 3214-3224.
- Zaharie, M. 2021. Challenges, Trust and Performance in Virtual Teams: Examining the Role of Openness to Experience and Preference for Virtual Teams', *Team Performance Management*, **27**(3/4), pp. 210-228. doi: 10.1108/TPM-07-2020-0066
- Zanarini, M.C., Frankenburg, F.R., Chauncey, D.L. and Gunderson, J.G., 1987. The diagnostic interview for personality disorders: interrater and test-retest reliability. *Comprehensive Psychiatry*, **28**(6), pp. 467-480.

Internet sources

- Eger, L., Komárková, L., Egerová, D. and Mičík, M., 2021. The effect of COVID-19 on consumer shopping behaviour: Generational cohort perspective. *Journal of Retailing and Consumer Services*, **61**, pp. 102542. [Online] Available at: <https://www.sciencedirect.com/science/article/pii/S0969698921001089#bib7> [Accessed 04/30/2021].
- El-Sofany, H.F., Alwadani, H. and Alwadani, A., 2014. *Managing virtual teamwork in its project: survey*. [Online] Available at: <https://www.online-journals.org/index.php/i-jac/article/view/4018/0> [Accessed 04/30/2021].
- Gibson, C., Huang, L., Kirkman, B. and Shapiro, D., 2014. *Where global and virtual meet: the value of examining the intersection of these elements in twenty-first-century teams*. [Online] Available at: https://www.researchgate.net/publication/270691693_Where_Global_and_Virtual_Meet_The_Value_of_Examining_the_Intersection_of_These_Elements_in_Twenty-First-Century_Teams [Accessed 04/30/2021].

- Grosse Jr, E.F., (n.d). *Interview skills for managers*. [Online]. Available at: <https://www.oreilly.com/library/view/interview-skills-for/750206/750206_ch02lev1sec9.html> [Accessed 08/06/2021].
- OECD., (n.d). *Glossary of statistical terms*. [Online]. Available at: <<https://stats.oecd.org/glossary/detail.asp?ID=2620>> [Accessed 09/06/2021].
- Orbunde, T. 2017. *Adaptive Structuration Theory and The Role of Social Computing Sites in the Biafran Struggle*. *dspace.cuni.cz*. [online] Available at: <http://hdl.handle.net/20.500.11956/91234> [Accessed 1 Aug. 2021].
- Phelan, C., Wren, J., 2005. *Reliability and Validity*. (n.d.). Uni.Edu. [Online] Available at: <https://chfasoa.uni.edu/reliabilityandvalidity.htm> [Accessed 01/072021].
- Resnik, D.B., 2015. *What is ethics in research & why is it important*. [Online] Available at: <https://www.niehs.nih.gov/research/resources/bioethics/whatis/index.cfm?links=false> Wijaya [Accessed 01/072021].
- Solomon, C., 2016. *Trends in global virtual teams*. [Online] Available at: <https://www.rw-3.com/resource-center/2016-survey-report-trends-in-global-virtual-teams> [Accessed 02/23/2021].
- Statisticssolutions., (n.d). *Using Chi-square statistics in research*. [Online]. Available at: <<https://www.statisticssolutions.com/free-resources/directory-of-statistical-analyses/using-chi-square-statistic-in-research/>> [Accessed 06/09/2021].
- Winter, A. 2020. *Problems working in semi and full-time virtual teams: Comparison of virtual team problems pre- and post-Covid 19 epidemic* CC-BY-NC 2. [online]. Available at: http://essay.utwente.nl/81932/7/Bachelor%20Thesis_BA_IBA_Winter.pdf.
- Yeager, K., 2013. *LibGuides: SPSS tutorials: Pearson Correlation*. [Online] Available at: <https://libguides.library.kent.edu/SPSS/PearsonCorr> [Accessed 01/072021].
- Zaharie, M., 2021. Challenges, trust and performance in virtual teams: examining the role of openness to experience and preference for virtual teams. [Online] Available at: <https://www.emerald.com/insight/content/doi/10.1108/TPM-07-2020-0066/full/html> [Accessed 08/24/21].

List of Abbreviations

AI	Artificial Intelligence
AIT	Advanced Information Technology
AST	Adaptive Structural Theory
ANOVA	Analysis of Variance
CA	Cronbach's Alpha
CMC	Computer-Mediated Communication
COVID-19	Coronavirus Disease 2019
e-HR	Electronic Human Resource(s)
e-HRM	Electronic Human Resource Management
EBSO	Elton B. Stephens Company
F2F	Face to Face
HR	Human Resources
HRM	Human Resource Manager/Management
ICT	Information and Communication Technology
JDR	Job Demands-Resources
JSTOR	Journal Storage
LCS	Learning Content System
LMS	Learning Management System
MLR	Multiple Linear Regression
MNCs	Multinational Corporations
OECD	Organization for Economic Cooperation and Development
PCR	Polymerase Chain Reaction
PPE	Personal Protective Equipment
SPSS	Statistical Package for Social Science
TA	Thematic Analysis
TMS	Transactive Memory System
VHR	Virtual Human Resource
VHRM	Virtual Human Resource Management
VTs	Virtual Teams
WFH	Work From Home

Attachments

Appendix A Survey Questionnaire via Qualtrics

Introduction to Survey

The outbreak of the COVID-19 pandemic in 2020 prompted many firms to adopt virtual teams to ensure business continuity. The decision to create these remote teams came drastically, and the majority of organizations were not prepared to move to online human resource management.

This survey serves as research for a Master's Thesis seeking to examine the impact of virtual/web-enabled human resource management techniques on remote teams' reliability and retention rates.

We would appreciate you taking the time to complete the following survey.

It should take about five minutes of your time.

Disclaimer

Your responses are voluntary and will be confidential. Responses will not be identified by individual. All responses will be compiled together and analysed as a group.

We will do our best to keep your information confidential. All data is stored in a password protected electronic format. To help protect your confidentiality, the surveys will not contain information that will personally identify you. The results of this study will be used for scholarly purposes only and may be shared with VSEM University representatives.

If you have any questions or concerns, please contact Aimee Hermida at ajbk1990@gmail.com.

ELECTRONIC CONSENT: Please select your choice below.

Clicking on the "agree" button below indicates that:

- you have read the above information
- you voluntarily agree to participate
- you are at least 18 years of age

If you do not wish to participate in the research study, please decline participation by clicking on the "disagree" button.

- agree
- disagree

GENERAL INFORMATION

What is your main organizational function (business division)?	[Select from the Dropdown List]: Support Services (Administrative) / Operations / Supply Chain / Finance / Legal / Quality / Regulatory / Marketing / Sales / HR / IT / R&D / Manufacturing / Procurement / Other:
In which country are you personally located?	[Select country from Dropdown list]
Nature of your organization.	[Button Selection]: Manufacturing company / Service company
In which industry does your organization fall?	[Select from the Dropdown List]: Oil & Gas / Chemical / Food & Beverages / Textile / Iron & Steel / Hospitality / Finance & Insurance / Construction / Transportation / Automobile / Healthcare / Paper / Banking / Electronic / Telecommunication / IT & ITES / Hardware / Entertainment & Media / Real Estate / Education / Agriculture / Other:
What is the approximate total number of employees that your organization has?	1-49 / 50 – 999 / 1,000 - 4,999 / 5,000 or more
Please indicate your gender:	[Button Selection]: Male / Female / Other:
Please indicate your age:	[Button Selection]: 21-38 / 39-56 / 57-65

VIRTUAL HUMAN RESOURCE MANAGEMENT DURING COVID-19

Please specify response to the measures taken by your organization for employee safety and welfare:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Providing employees with shielding kits like masks and goggles	5	4	3	2	1	0
Flexible working schedule	5	4	3	2	1	0
Raised sick leave claim	5	4	3	2	1	0
Special transport arrangement, when needed	5	4	3	2	1	0
Employee's assistance program (EAP) by providing digital support system etc.	5	4	3	2	1	0
Supplementary insurance coverage	5	4	3	2	1	0
Offering emotional support	5	4	3	2	1	0
Prioritizing mental health of employees	5	4	3	2	1	0
Additional financial allowance / additional benefits / adjusting compensation	5	4	3	2	1	0

Please specify response to the quality of interactions when dealing with your organizational HR team virtually:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
I have good access to HR employees for advice and assistance.	5	4	3	2	1	0
When I contact my HR department, I usually receive help in a timely manner.	5	4	3	2	1	0
Getting HR information is more difficult than it should be because of a lack of sufficient skill amongst the HR staff.	5	4	3	2	1	0

Getting HR information is more difficult than it should be because of a lack of sufficient staff resources in the HR department.	5	4	3	2	1	0
I am able to access to the right person in the HR department to get the information or service I need.	5	4	3	2	1	0
The HR department makes sincere attempts to answer my questions or assist with problems.	5	4	3	2	1	0
I am promptly informed about important changes in HR rules or benefits.	5	4	3	2	1	0
Policies and procedures affecting my work are communicated adequately.	5	4	3	2	1	0
The HR policies of your organization proved helpful in diminishing the risk of people in this epidemic.	5	4	3	2	1	0
My company is able to attract high-quality employees.	5	4	3	2	1	0
I am encouraged to participate in cultural awareness observances.	5	4	3	2	1	0

Please specify response to the measures taken by your organization in order to adapt to change during the COVID-19 remote working:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Standardizing technology platforms to support both in-office and remote workers	5	4	3	2	1	0
Reinforcing corporate values to help maintain or improve culture	5	4	3	2	1	0
Changing meeting etiquette to account for a hybrid work culture	5	4	3	2	1	0
Investing in collaboration suites to allow for better teaming in a hybrid environment	5	4	3	2	1	0
Providing employees with dedicated time outside of their jobs for activities they find personally meaningful (e.g., upskilling, volunteering)	5	4	3	2	1	0
Investing in workplace analytics tools to analyze employees' digital activities	5	4	3	2	1	0
Offering travel reimbursement for employees who move outside the core office location to encourage them to come in for significant events	5	4	3	2	1	0
Investing in immersive technology, like virtual reality headsets	5	4	3	2	1	0
Do you have any feedback or suggestions on how your organization can best support you and the other employees at this time of the COVID-19 outbreak?	[Input Text Field]					

IMPACT ON REMOTE WORKING AND EMPLOYEE RELIABILITY

Please give response regarding the work from home policy of your organization:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
My organization inspires employees to work from home whose roles do not demand them to work at the office	5	4	3	2	1	0
My organization has appointed the employees who are skilled to do work from home	5	4	3	2	1	0
Sick leave policies are amended for the time period of the epidemic	5	4	3	2	1	0
My organization has a task force to manage the situation if needed	5	4	3	2	1	0

Your total remote working experience;	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
I feel like I am able to reach my full potential whilst working remotely	5	4	3	2	1	0
I feel comfortable working with my teammates as virtual teams	5	4	3	2	1	0
I have all the skills needed to do my job well.	5	4	3	2	1	0
The organizational structure of my work area (remote environment) makes it easy to focus on quality.	5	4	3	2	1	0
I feel like I always get feedback, via correct communication channels	5	4	3	2	1	0
I am happy working remotely and with virtual teams	5	4	3	2	1	0
I feel I am more productive working from the office	5	4	3	2	1	0
I can see myself working here in a year	5	4	3	2	1	0
The morale in my work area is good.	5	4	3	2	1	0
The overall morale in the company is good.	5	4	3	2	1	0

Please answer the distractions you are facing while working from home:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
At-home childcare	5	4	3	2	1	0
General worry about impact of COVID-19 on my life	5	4	3	2	1	0
Lack of colleagues' interaction	5	4	3	2	1	0
Internet connectivity	5	4	3	2	1	0
Do not have enough tools and information needed to do job at home	5	4	3	2	1	0
Difficulty in keeping working schedule regular	5	4	3	2	1	0
Inadequate communication	5	4	3	2	1	0
Increased screen time	5	4	3	2	1	0
Increased working hours	5	4	3	2	1	0
Non-availability of spares (like laptops, mobiles, chargers, accessories etc.)	5	4	3	2	1	0
No physical workspace	5	4	3	2	1	0

Social isolation	5	4	3	2	1	0
------------------	---	---	---	---	---	---

Please respond to the impact of the epidemic on the performance appraisal of your work from home:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Your supervisor has begun planned daily check-ins	5	4	3	2	1	0
Targets are communicated very clearly to you	5	4	3	2	1	0
Your supervisor is easy to approach and get help from	5	4	3	2	1	0
You are mentored by senior management for your current work from home	5	4	3	2	1	0
You are delivered timely feedback of your work	5	4	3	2	1	0
Your supervisor helps in identifying and bridging the performance gaps	5	4	3	2	1	0
Online/web training programs are organized by your organization to improve performance of the employees	5	4	3	2	1	0
Every employee/manager is required to communicate the work completed everyday	5	4	3	2	1	0
I have a clear understanding about my career path and promotion plan beyond COVID-19	5	4	3	2	1	0
I am happy with my career path and promotion plan	5	4	3	2	1	0

Please indicate a response on the following:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
I felt burned out from my work	5	4	3	2	1	0
I felt difficulty concentrating on the work	5	4	3	2	1	0
I felt tired of my work	5	4	3	2	1	0
I felt emotionally drained from my work	5	4	3	2	1	0
I felt no interest and pleasure in doing work	5	4	3	2	1	0
What is that one business HRM process, if it were to be eliminated, it would make you more productive?	[Input Text Field]					

IMPACT ON EMPLOYEE RETENTIONS

Please indicate a response on the following:	Extremely Likely	Likely	Neutral	Not Likely	Not At All Likely	Don't Know
How likely are you to recommend a job at your current company to a friend or family member?	5	4	3	2	1	0

Please indicate a response on the following:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
I would apply for this job again	5	4	3	2	1	0
I feel that I am treated fairly regarding trainings, awards, and discipline.	5	4	3	2	1	0

I have the opportunity to grow at my current company	5	4	3	2	1	0
I feel that I am are paid fairly	5	4	3	2	1	0
I have clear goals, and know where I stand on progress toward those goals (regarding performance appraisal)	5	4	3	2	1	0
If I was to accept a job opportunity at another company, what would the main reason be?	Multiple choice options might include: no career progression, noncompetitive compensation, poor team dynamics, poor manager relationship, lack of diversity and inclusion, lack of recognition, poor communication, other.					

ADDITIONAL INFORMATION

Please provide any additional comments regarding your experiences with the HR department:

Appendix B Semi-structured Interview Guide

Basic Information

S.no	Date	Participant Code (Confidential)	Consent Given (Y/N)	Age (1. 21-38 (2. 39-56 (3. 57-65)	Sex (M / F)	Occupation	Educational level	Locality / site

General Perceptions and attitudes towards COVID-19

1. How do you feel about your knowledge level regarding COVID-19 pandemic?
2. How did you learn about the coronavirus outbreak?
3. What is the reliable source of information about COVID-19?

Probes: Social media, television, newspapers/magazines, websites, friends/family, healthcare professionals

4. What were your initial reactions towards COVID-19 when you first heard about it?

Probes: Shocked, angry, frustrated, depressed, etc.

5. What are your thoughts and feelings about the current number of COVID-19 cases?

Perceptions on virtual human resource management during COVID-19

1. What do you feel were the major challenges faced by your organization due to sudden COVID-19 outbreak and having to work remotely?

Probes: business stability, day-to-day operations, work/life balance, employee stress, learning and training, recruiting, new employees, business travel

2. What was the rate of adoption of the virtual teams by the HR departments of companies when the pandemic period?

Probes: Investing in new tools to support innovation, collaboration, and creativity for virtual teams; offering new upskilling options for employees to develop new skills, supporting enterprise-wide cost reduction initiatives; adjusting compensation and incentive models to drive innovation and profitability

3. What are the possible challenges faced by human resource managers as they execute their roles of controlling and monitoring virtual teams?

Probes: Maintaining organizational culture, managing hybrid workforce, upskilling/reskilling, addressing employee mental health and burnout, addressing physical safety on site, improving technology options for virtual teams

4. Currently, what sort of help or support is accessible to you and your family to cope with the pandemic situation?

5. In your opinion, what are the needs for future preparedness for any outbreak that prepare employees (trainings, awareness, equipment, protective gears)?

Assess the impact of these perceptions and attitude on the remote working and reliability or productivity

1. How you perceive life during the COVID-19 pandemic?

Probes: affected daily routine, working from home, challenges

2. What are the mental health consequences of the COVID-19 lockdown and social isolation you and your family?

3. How has the current pandemic caused stress in lives of people, and it has also dramatically affected you and your family? (Financial glitches, disputes, jobs)
4. How has COVID-19 influenced your temperament, feelings, and emotions?
5. Do you feel the need of having mental health programs or other measures to overcome anxiety, fear, and stress in this pandemic situation?
6. What are the best methods for promoting successful adherence to behavioural advice about COVID-19 while enabling mental wellbeing and minimizing distress?
7. What are measures put in place by companies during this COVID-19 pandemic to ensure high performance among the workers operating remotely?
8. What do you think about virtual team experience; would you recommend continuing beyond the COVID-19 pandemic?

Assess the impact of these perceptions and attitude on the retention of participants

1. Do you feel that working from home has increased your job satisfaction and satisfaction with the company?

Probes: educed their likelihood of leaving the company, reduced their role stressors, happier with their supervisors, more committed to their organizations

2. Do you think your company is effective at handling conflict resolution in virtual teams? If no, what are the major challenges that are being faced?

3. How are plans progressing for continued remote work in a post-COVID-19 world?

Probes: Company investing in new tools to support remote work, allow employees to permanently relocate outside of core office location, change or add geographical location of offices, changing recruiting methods to account for a post-pandemic job market

4. If required to return to the office, or participate in a physical event/meeting, what are the COVID-19 measures required by your company?

Probes: Require employees to enrol in automatic contact tracing, require negative PCR test result for on-site meetings or gatherings, require COVID-19 vaccine for on-site work

Appendix C Validity and Reliability Testing

The survey questionnaire in Appendix A comprises of 4 main categories, namely; General Information, Virtual HRM during COVID-19, Impact on Remote Working and Employee Reliability, and Impact on Employee Retentions. Each category contains multiple sub-questions that can be answered by selecting a multiple-choice rating scale from strongly agree to strongly disagree. A summary of these sections and their corresponding number of multiple-choice questions can be seen in Table 6 below.

Table 6: Survey Questionnaire Summary Sections

GENERAL INFORMATION		Number of Multiple-Choice Sub-questions
Demographics questions		7
I. VIRTUAL HUMAN RESOURCE MANAGEMENT DURING COVID-19	Number of Multiple-Choice Sub-questions	
a.	Questions related to measures taken by an organisation for employee safety and welfare.	9
b.	Questions related to the quality of interactions when dealing with the organizational HR team virtually.	11
c.	Questions related to the measures taken by the organisation to adapt to change during the COVID-19 remote working.	9
II. IMPACT ON REMOTE WORKING AND EMPLOYEE RELIABILITY	Number of Multiple-Choice Sub-questions	
a.	Questions related to the work from home policy of an organization.	4
b.	Questions related to remote working experience.	10
c.	Questions related to the distractions employees are facing while working from home.	12
d.	Questions related to the impact of the epidemic on the performance appraisal of work from home.	10
e.	Questions related to the feeling of the effects remote working has on them.	6
III. IMPACT ON EMPLOYEE RETENTIONS	Number of Multiple-Choice Sub-questions	
a.	Questions related to the recommendation of the employers to friends on job opportunities and retention ability at current work.	7

Source: Author

Since demographics are not the main purpose of the study, but only assist in the comparisons of results, these questions will not be tested for validity and reliability. The latter three categories will be testing in the “Reliability tests” and “Validity tests” sections that follow.

Survey Questionnaire

Reliability tests

I. VIRTUAL HUMAN RESOURCE MANAGEMENT DURING COVID-19

- a. The first part the questions are related to measures taken by an organisation for employee safety and welfare.

The researcher used a sample of 10 responses to test the reliability and consistency of the data. The following table summarises the sample responses for testing purposes.

Table 7: Sample responses on measures related to questions in section I(a)

ID	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
1	5.00	4.00	4.00	5.00	4.00	5.00	4.00	4.00	5.00
2	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
3	5.00	4.00	4.00	5.00	4.00	5.00	4.00	4.00	5.00
4	5.00	4.00	4.00	5.00	4.00	5.00	4.00	4.00	5.00
5	5.00	4.00	4.00	5.00	4.00	5.00	4.00	4.00	5.00
6	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
7	5.00	4.00	4.00	5.00	4.00	5.00	4.00	4.00	5.00
8	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
9	5.00	4.00	4.00	5.00	4.00	5.00	4.00	4.00	5.00
10	.00	.00	.00	.00	.00	.00	.00	.00	.00

Source: Author

After conducting the reliability test, the table below was obtained that indicated reliability values through the Cronbach method.

Table 8: Summary of reliability case processing on the questions in section I(a)

	N	%
Cases		
Valid	10	100.0
Excluded^a	0	.0
Total	10	100.0

^aListwise deletion based on all variables in the procedure.

Source: Author

Table 9: Summary of reliability test for questions in section I(a)

Cronbach's Alpha	Number of Items
.997	9

Source: Author

As per the above, the first table shows that ten valid cases were examined, and all of them were used for the testing, and none of the results was either deleted or excluded from the test. Table

9 indicates the values after implementing the reliability test using the Cronbach method in SPSS. The Cronbach alpha is 0.997. This indicates that the data collected by the questionnaire will be reliable to a greater extent.

I. VIRTUAL HUMAN RESOURCE MANAGEMENT DURING COVID-19

- b. The second part the questions related to the quality of interactions when dealing with the organisational HR team virtually.

The sample size for this test was nine questions. Table 10 summarises the sample responses for testing purposes.

Table 10: Sample responses on the questions in section I(b)

ID	Q 1	Q 2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
1	5	4	4	5	4	5	4	4	5	4	5
2	2	2	2	2	2	2	2	2	2	2	2
3	5	4	4	5	4	5	4	4	5	4	5
4	5	4	4	5	4	5	4	4	5	4	5
5	5	4	4	5	4	5	4	4	5	4	5
6	3	3	3	3	3	3	3	3	3	3	3
7	5	4	4	5	4	5	4	4	5	4	5
8	1	1	1	1	1	1	1	1	1	1	1
9	5	4	4	5	4	5	4	4	5	4	5

Source: Author

After conducting the reliability test, the following table was obtained that indicated reliability values through the Cronbach method.

Table 11: Summary of reliability case processing on the questions in section I(b)

		N	%
Cases	Valid	9	100.0
	Excluded^a	0	.0
	Total	9	100.0

^aListwise deletion based on all variables in the procedure.

Source: Author

Table 12: Summary of reliability test for questions in section I(b)

Cronbach's Alpha	Number of Items
.996	11

Source: Author

Table 11 shows that nine valid cases were examined, and all of them were used for the testing, and none of the results was either deleted or excluded from the test. Table 12 indicates the values after implementing the reliability test using the Cronbach method in SPSS. The Cronbach alpha is 0.996. This indicates that the data collected by the questionnaire will be reliable to a greater extent. Eleven questions were tested that relate to the subject.

I. VIRTUAL HUMAN RESOURCE MANAGEMENT DURING COVID-19

c. The third part of the question relates to the measures taken by the organisation to adapt to change during the COVID-19 remote working.

Table 13: Sample responses on the questions in section I(c)

ID	Q 1	Q 2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
1	4	5	4	5	4	4	5	4	1
2	2	2	1	2	2	2	2	2	1
3	4	5	4	5	4	4	5	4	1
4	4	5	4	5	4	4	5	4	1
5	4	5	4	5	4	4	5	4	1
6	3	3	3	3	3	1	3	3	1
7	4	5	4	5	4	4	5	4	1
8	1	1	2	1	1	3	1	1	2
9	4	5	4	5	4	4	5	4	3

Source: Author

After conducting the reliability test, the following table was obtained that indicated reliability values through the Cronbach method.

Table 14: Summary of reliability case processing on the questions in section I(c)

		N	%
Cases	Valid	9	100.0
	Excluded ^a	0	.0
	Total	9	100.0

^aListwise deletion based on all variables in the procedure.

Source: Author

Table 15: Summary of reliability test for questions in section I(c)

Cronbach's Alpha	Number of Items
.960	9

Source: Author

Table 14 shows that nine valid cases were examined, and all of them were used for the testing, and none of the responses was either deleted or excluded from the test. Table 15 indicates the values after implementing the reliability test using the Cronbach method in SPSS. The Cronbach alpha is 0.960. This indicates that the data collected by the questionnaire will be reliable to a greater extent. Nine questions were tested that relate to the subject.

II. IMPACT ON REMOTE WORKING AND EMPLOYEE RELIABILITY

- a. With the same sample size, the following responses were recorded to test the reliability of the question relating to the work from the home policy of your organisation.

Table 16: Sample responses on the questions in section II(a)

ID	Q 1	Q 2	Q3	Q4
1	5	4	5	3
2	4	4	5	3
3	3	1	5	3
4	3	4	2	3
5	3	3	5	2
6	3	1	2	2
7	5	4	5	3
8	5	4	3	3
9	5	4	5	3

Source: Author

After conducting the reliability test, the following table was obtained that indicated reliability.

Table 17: Summary of reliability case processing on the questions in section II(a)

		N	%
Cases	Valid	9	100.0
	Excluded ^a	0	.0
	Total	9	100.0

^aListwise deletion based on all variables in the procedure.

Source: Author

Table 18: Summary of reliability test for questions in section II(a)

Cronbach's Alpha	Number of Items
.979	4

Source: Author

Table 17 shows that nine valid cases were examined, and all of them were used for the testing, and none of the responses was either deleted or excluded from the test. Table 18 indicates the values after implementing the reliability test using the Cronbach method in SPSS. The Cronbach alpha is 0.979. This indicates that the data collected by the questionnaire will be reliable to a greater extent. Four questions were tested that relate to the subject.

II. IMPACT ON REMOTE WORKING AND EMPLOYEE RELIABILITY

- b. With the same sample size, the following responses are recorded to test the reliability of the question relating to remote working experience.

Table 19: Sample responses on the questions in section II(b)

ID	Q 1	Q 2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
1	5	4	4	5	4	5	4	4	5	4
2	2	2	2	2	2	2	2	2	2	2
3	5	4	4	5	4	5	4	4	5	4
4	5	4	4	5	4	5	4	4	5	4
5	5	4	4	5	4	5	4	4	5	4
6	3	3	3	3	3	3	3	3	3	3
7	5	4	4	5	4	5	4	4	5	4
8	1	1	1	1	1	1	1	1	1	1
9	5	4	4	5	4	5	4	4	5	4

Source: Author

After conducting the reliability test, the following table was obtained that indicated reliability.

Table 20: Summary of reliability case processing on the questions in section II(b)

		N	%
Cases	Valid	9	100.0
	Excluded^a	0	.0
	Total	9	100.0

^aListwise deletion based on all variables in the procedure.

Source: Author

Table 21: Summary of reliability test for questions in section II(b)

Cronbach's Alpha	Number of Items
.996	10

Source: Author

Table 19 shows that nine valid cases were examined, and all of them were used for the testing, and none of the responses was either deleted or excluded from the test. Table 20 indicates the values after implementing the reliability test using the Cronbach method in SPSS. The Cronbach alpha is 0.996, according to Table 21. This indicates that the data collected by the questionnaire will be reliable to a greater extent. Ten questions were tested that relate to the subject.

II. IMPACT ON REMOTE WORKING AND EMPLOYEE RELIABILITY

- c. The responses to the questions relating to the distractions employees are facing while working from home.

Table 22: Sample responses on the questions in section II(c)

ID	Q 1	Q 2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q 12
1	1	5	4	4	3	5	5	3	2	1	5	4
2	2	4	3	5	5	4	4	5	1	1	4	3
3	3	4	3	3	3	4	5	3	2	1	4	3
4	4	4	5	5	5	5	5	3	2	2	4	5
5	5	3	3	4	4	4	5	3	1	1	3	3
6	6	5	5	5	5	5	5	3	2	3	5	5
7	7	3	3	4	4	4	4	3	2	2	3	3
8	8	5	4	4	4	5	5	5	2	1	5	4
9	9	4	4	5	4	4	4	3	1	1	4	4

Source: Author

After conducting the reliability test, the following table was obtained that indicated reliability.

Table 23: Summary of reliability case processing on the questions in section II(c)

		N	%
Cases	Valid	9	100.0
	Excluded^a	0	.0
	Total	9	100.0

^aListwise deletion based on all variables in the procedure.

Source: Author

Table 24: Summary of reliability test for questions in section II(c)

Cronbach's Alpha	Number of Items
.997	12

Source: Author

Table 23 shows that nine valid cases were examined, and all of them were used for the testing, and none of the responses was either deleted or excluded from the test. Table 24 indicates the values after implementing the reliability test using the Cronbach method in SPSS. The Cronbach alpha is 0.997. This indicates that the data collected by the questionnaire will be reliable to a greater extent. Twelve questions were tested that relate to the subject.

II. IMPACT ON REMOTE WORKING AND EMPLOYEE RELIABILITY

- d. Responses on the impact of the epidemic on the performance appraisal of the work from home:

Table 25: Sample responses on the questions in section II(d)

ID	Q 1	Q 2	Q3	Q4	Q5	Q6
1	5	4	4	5	4	4
2	2	2	4	2	2	2
3	5	4	2	5	4	4
4	5	4	4	5	4	4
5	5	4	4	5	4	4
6	3	3	3	3	3	3
7	5	4	4	5	4	4
8	1	1	1	1	1	1
9	5	4	4	5	4	4

Source: Author

After conducting the reliability test, the following table was obtained that indicated reliability.

Table 26: Summary of reliability case processing on the questions in section II(d)

		N	%
Cases	Valid	9	100.0
	Excluded^a	0	.0
	Total	9	100.0

^aListwise deletion based on all variables in the procedure.

Source: Author

Table 27: Summary of reliability test for questions in section II(d)

Cronbach's Alpha	Number of Items
.984	6

Source: Author

Table 26 shows that nine valid cases were examined, and all of them were used for the testing, and none of the responses was either deleted or excluded from the test. Table 27 indicates the values after implementing the reliability test using the Cronbach method in SPSS. The Cronbach alpha is 0.984. This indicates that the data collected by the questionnaire will be reliable to a greater extent. Six questions were tested that relate to the subject.

II. IMPACT ON REMOTE WORKING AND EMPLOYEE RELIABILITY

- e. Sample results for testing the questionnaire on the feeling of the effects remote working has on them.

Table 28: Sample responses on the questions in section II(e)

ID	Q 1	Q 2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
1	5	4	4	5	4	5	4	4	5	4
2	2	2	2	2	2	2	2	2	2	2
3	5	4	4	5	4	5	4	4	5	4
4	5	4	4	5	4	5	4	4	5	4
5	5	4	4	5	4	5	4	4	5	4
6	3	3	3	3	3	3	3	3	3	3
7	5	4	4	5	4	5	4	4	5	4
8	1	1	1	1	1	1	1	1	1	1
9	5	4	4	5	4	5	4	4	5	4

Source: Author

After conducting the reliability test, the following table was obtained that indicated reliability.

Table 29: Summary of reliability case processing on the questions in section II(e)

		N	%
Cases	Valid	9	100.0
	Excluded^a	0	.0
	Total	9	100.0

^aListwise deletion based on all variables in the procedure.

Source: Author

Table 30: Summary of reliability test for questions in section II(e)

Cronbach's Alpha	Number of Items
.997	10

Source: Author

Table 29 shows that nine valid cases were examined, and all of them were used for the testing, and none of the responses was either deleted or excluded from the test. Table 30 indicates the values after implementing the reliability test using the Cronbach method in SPSS. The Cronbach alpha is 0.997. This indicates that the data collected by the questionnaire will be reliable to a greater extent. Ten questions were tested that relate to the subject.

III.IMPACT ON EMPLOYEE RETENTIONS

- a. Sample responses of questions regarding the recommendation of the employers to friends on job opportunities and retention ability at current work.

Table 31: Sample responses on the questions in section III(a)

ID	Q 1	Q 2	Q3	Q4	Q5	Q6	Q7
1	5	4	4	5	4	4	4
2	2	2	4	2	2	2	4
3	5	4	2	5	4	4	2
4	5	4	4	5	4	4	4
5	5	4	4	5	4	4	4
6	3	3	3	3	3	3	3
7	5	4	4	5	4	4	4
8	1	1	1	1	1	1	1
9	5	4	4	5	4	4	4

Source: Author

After conducting the reliability test, the following table was obtained that indicated reliability.

Table 32: Summary of reliability case processing on the questions in section III(a)

		N	%
Cases	Valid	9	100.0
	Excluded ^a	0	.0
	Total	9	100.0

^aListwise deletion based on all variables in the procedure.

Source: Author

Table 33: Summary of reliability test for questions in section III(a)

Cronbach's Alpha	Number of Items
.981	7

Source: Author

Table 32 shows that nine valid cases were examined, and all of them were used for the testing, and none of the responses were either deleted or excluded from the test. Table 33 indicates the values after implementing the reliability test using the Cronbach method in SPSS. The Cronbach alpha is 0.981. This indicates that the data collected by the questionnaire will be reliable to a greater extent. Seven questions were tested that relate to the subject.

Validity tests

The researcher considered the sample from the reliability testing section to find if they were valid.

I. VIRTUAL HUMAN RESOURCE MANAGEMENT DURING COVID-19

- a. The questions relating to the measures taken by the organisation for employee safety and welfare.

The researcher used a sample of 10 to test the validity of the data. The data from Table 7 in the “reliability tests” section above was used to check for validity. After performing the Pearson correlation method, the Figure 14 below was realised.

Figure 14: Pearson test results on the validity of the questions in section I(a)

		Question1	Question2	Question3	Question4	Question5	Question6	Question7	Question8	Question9
Question1	Pearson Correlation	1	.991**	.991**	1.000**	.991**	1.000**	.991**	.991**	1.000**
	Sig. (2-tailed)		<.001	<.001	.000	<.001	.000	<.001	<.001	.000
	N	10	10	10	10	10	10	10	10	10
Question2	Pearson Correlation	.991**	1	1.000**	.991**	1.000**	.991**	1.000**	1.000**	.991**
	Sig. (2-tailed)	<.001		.000	<.001	.000	<.001	.000	.000	<.001
	N	10	10	10	10	10	10	10	10	10
Question3	Pearson Correlation	.991**	1.000**	1	.991**	1.000**	.991**	1.000**	1.000**	.991**
	Sig. (2-tailed)	<.001	.000		<.001	.000	<.001	.000	.000	<.001
	N	10	10	10	10	10	10	10	10	10
Question4	Pearson Correlation	1.000**	.991**	.991**	1	.991**	1.000**	.991**	.991**	1.000**
	Sig. (2-tailed)	.000	<.001	<.001		<.001	.000	<.001	<.001	.000
	N	10	10	10	10	10	10	10	10	10
Question5	Pearson Correlation	.991**	1.000**	1.000**	.991**	1	.991**	1.000**	1.000**	.991**
	Sig. (2-tailed)	<.001	.000	.000	<.001		<.001	.000	.000	<.001
	N	10	10	10	10	10	10	10	10	10
Question6	Pearson Correlation	1.000**	.991**	.991**	1.000**	.991**	1	.991**	.991**	1.000**
	Sig. (2-tailed)	.000	<.001	<.001	.000	<.001		<.001	<.001	.000
	N	10	10	10	10	10	10	10	10	10
Question7	Pearson Correlation	.991**	1.000**	1.000**	.991**	1.000**	.991**	1	1.000**	.991**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001		.000	<.001
	N	10	10	10	10	10	10	10	10	10
Question8	Pearson Correlation	.991**	1.000**	1.000**	.991**	1.000**	.991**	1.000**	1	.991**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001	.000		<.001
	N	10	10	10	10	10	10	10	10	10
Question9	Pearson Correlation	1.000**	.991**	.991**	1.000**	.991**	1.000**	.991**	.991**	1
	Sig. (2-tailed)	.000	<.001	<.001	.000	<.001	.000	<.001	<.001	
	N	10	10	10	10	10	10	10	10	10

** Correlation is significant at the 0.01 level (2-tailed).

Source: Author

For verifying the validity of the data, the significance value was checked. When the value is less than 0.05, from the analysis above, the data is valid as no value in the figure under significance value is more than the significant.

I. VIRTUAL HUMAN RESOURCE MANAGEMENT DURING COVID-19

- b. Questions related to the quality of interactions when dealing with your corporate HR team virtually.

The sample size for this test was nine people. The data from Table 10 in the “reliability tests” section above summarises the sample responses for testing purposes. The sample response data was used as an input into the Pearson method for validity testing, and the figure below was obtained.

Figure 15: Pearson test results on the validity of the questions in section I(b)

		Question1	Question2	Question3	Question4	Question5	Question6	Question7	Question8	Question9	Question10	Question11	TOTAL
Question1	Pearson Correlation	1	.990**	.990**	1.000**	.990**	1.000**	.990**	.990**	1.000**	.990**	1.000**	.998**
	Sig. (2-tailed)		<.001	<.001	.000	<.001	.000	<.001	<.001	.000	<.001	.000	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9
Question2	Pearson Correlation	.990**	1	1.000**	.990**	1.000**	.990**	1.000**	1.000**	.990**	1.000**	.990**	.997**
	Sig. (2-tailed)	<.001		.000	<.001	.000	<.001	.000	.000	<.001	.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9
Question3	Pearson Correlation	.990**	1.000**	1	.990**	1.000**	.990**	1.000**	1.000**	.990**	1.000**	.990**	.997**
	Sig. (2-tailed)	<.001	.000		<.001	.000	<.001	.000	.000	<.001	.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9
Question4	Pearson Correlation	1.000**	.990**	.990**	1	.990**	1.000**	.990**	.990**	1.000**	.990**	1.000**	.998**
	Sig. (2-tailed)	.000	<.001	<.001		<.001	.000	<.001	<.001	.000	<.001	.000	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9
Question5	Pearson Correlation	.990**	1.000**	1.000**	.990**	1	.990**	1.000**	1.000**	.990**	1.000**	.990**	.997**
	Sig. (2-tailed)	<.001	.000	.000	<.001		<.001	.000	.000	<.001	.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9
Question6	Pearson Correlation	1.000**	.990**	.990**	1.000**	.990**	1	.990**	.990**	1.000**	.990**	1.000**	.998**
	Sig. (2-tailed)	.000	<.001	<.001	.000	<.001		<.001	<.001	.000	<.001	.000	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9
Question7	Pearson Correlation	.990**	1.000**	1.000**	.990**	1.000**	.990**	1	1.000**	.990**	1.000**	.990**	.997**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001		.000	<.001	.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9
Question8	Pearson Correlation	.990**	1.000**	1.000**	.990**	1.000**	.990**	1.000**	1	.990**	1.000**	.990**	.997**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001	.000		<.001	.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9
Question9	Pearson Correlation	1.000**	.990**	.990**	1.000**	.990**	1.000**	.990**	.990**	1	.990**	1.000**	.998**
	Sig. (2-tailed)	.000	<.001	<.001	.000	<.001	.000	<.001	<.001		<.001	.000	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9
Question10	Pearson Correlation	.990**	1.000**	1.000**	.990**	1.000**	.990**	1.000**	1.000**	.990**	1	.990**	.997**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001	.000	.000	<.001		<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9
Question11	Pearson Correlation	1.000**	.990**	.990**	1.000**	.990**	1.000**	.990**	.990**	1.000**	.990**	1	.998**
	Sig. (2-tailed)	.000	<.001	<.001	.000	<.001	.000	<.001	<.001	.000	<.001		<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9
TOTAL	Pearson Correlation	.998**	.997**	.997**	.998**	.997**	.998**	.997**	.997**	.998**	.997**	.998**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	9	9	9	9	9	9	9	9	9	9	9	9

** Correlation is significant at the 0.01 level (2-tailed).

Source: Author

For verifying the validity of the data, the significance value was checked. When the value is less than 0.05. from the analysis above, the data is valid as no value in the figure under significance value is more than the significant.

I. VIRTUAL HUMAN RESOURCE MANAGEMENT DURING COVID-19

- c. The questions relate to the measures taken by your organisation to adapt to change during the COVID-19 remote working.

The sample size for this test was nine people. Table 13 in the “reliability tests” section above summarises the sample responses for testing purposes. The sample was taken through the Pearson method for validity testing, and the figure below was obtained.

Figure 16: Pearson test results on the validity of the questions in section I(c)

		Question1	Question2	Question3	Question4	Question5	Question6	Question7	Question8	Question9	TOTAL
Question1	Pearson Correlation	1	.990**	.900**	.990**	1.000**	1.000**	.990**	1.000**	-.158	.996**
	Sig. (2-tailed)		<.001	<.001	<.001	.000	.000	<.001	.000	.685	<.001
	N	9	9	9	9	9	9	9	9	9	9
Question2	Pearson Correlation	.990**	1	.919**	1.000**	.990**	.990**	1.000**	.990**	-.112	.995**
	Sig. (2-tailed)	<.001		<.001	.000	<.001	<.001	.000	<.001	.775	<.001
	N	9	9	9	9	9	9	9	9	9	9
Question3	Pearson Correlation	.900**	.919**	1	.919**	.900**	.900**	.919**	.900**	.000	.898**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001	<.001	<.001	<.001	1.000	.001
	N	9	9	9	9	9	9	9	9	9	9
Question4	Pearson Correlation	.990**	1.000**	.919**	1	.990**	.990**	1.000**	.990**	-.112	.995**
	Sig. (2-tailed)	<.001	.000	<.001		<.001	<.001	.000	<.001	.775	<.001
	N	9	9	9	9	9	9	9	9	9	9
Question5	Pearson Correlation	1.000**	.990**	.900**	.990**	1	1.000**	.990**	1.000**	-.158	.996**
	Sig. (2-tailed)	.000	<.001	<.001	<.001		.000	<.001	.000	.685	<.001
	N	9	9	9	9	9	9	9	9	9	9
Question6	Pearson Correlation	1.000**	.990**	.900**	.990**	1.000**	1	.990**	1.000**	-.158	.996**
	Sig. (2-tailed)	.000	<.001	<.001	<.001	.000		<.001	.000	.685	<.001
	N	9	9	9	9	9	9	9	9	9	9
Question7	Pearson Correlation	.990**	1.000**	.919**	1.000**	.990**	.990**	1	.990**	-.112	.995**
	Sig. (2-tailed)	<.001	.000	<.001	.000	<.001	<.001		<.001	.775	<.001
	N	9	9	9	9	9	9	9	9	9	9
Question8	Pearson Correlation	1.000**	.990**	.900**	.990**	1.000**	1.000**	.990**	1	-.158	.996**
	Sig. (2-tailed)	.000	<.001	<.001	<.001	.000	.000	<.001		.685	<.001
	N	9	9	9	9	9	9	9	9	9	9
Question9	Pearson Correlation	-.158	-.112	.000	-.112	-.158	-.158	-.112	-.158	1	-.086
	Sig. (2-tailed)	.685	.775	1.000	.775	.685	.685	.775	.685		.827
	N	9	9	9	9	9	9	9	9	9	9
TOTAL	Pearson Correlation	.996**	.995**	.898**	.995**	.996**	.996**	.995**	.996**	-.086	1
	Sig. (2-tailed)	<.001	<.001	.001	<.001	<.001	<.001	<.001	<.001	.827	
	N	9	9	9	9	9	9	9	9	9	9

** Correlation is significant at the 0.01 level (2-tailed).

Source: Author

For verifying the validity of the data, the significance value was checked. When the value is less than 0.05. from the analysis above, the data is valid as no value in the figure under significance value is more than the significant.

II. IMPACT ON REMOTE WORKING AND EMPLOYEE RELIABILITY

- a. The questions relate to responses regarding the work from the home policy of your organisation.

The sample size for this test was nine people. Table 16 from the “reliability tests” section above summarises the sample responses for testing purposes. The sample was taken through the Pearson method for validity testing, and the figure below was obtained.

Figure 17: Pearson test results on the validity of the questions in section II(a)

		Question1	Question2	Question3	Question4	TOTAL
Question1	Pearson Correlation	1	.919**	.900**	.919**	.952**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	9	9	9	9	9
Question2	Pearson Correlation	.919**	1	.990**	1.000**	.983**
	Sig. (2-tailed)	<.001		<.001	.000	<.001
	N	9	9	9	9	9
Question3	Pearson Correlation	.900**	.990**	1	.990**	.952**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	9	9	9	9	9
Question4	Pearson Correlation	.919**	1.000**	.990**	1	.983**
	Sig. (2-tailed)	<.001	.000	<.001		<.001
	N	9	9	9	9	9
TOTAL	Pearson Correlation	.952**	.983**	.952**	.983**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	9	9	9	9	9

** Correlation is significant at the 0.01 level (2-tailed).

Source: Author

For verifying the validity of the data, the significance value was checked. When the value is less than 0.05. from the analysis above, the data is valid as no value in the figure under significance value is more than the significant.

II. IMPACT ON REMOTE WORKING AND EMPLOYEE RELIABILITY

b. The questions relate to remote working experience.

The sample size for this test was nine people. Table 19 in “reliability tests” section above summarises the sample responses for testing purposes. The sample was taken through the Pearson method for validity testing, and the figure below was obtained.

Figure 18: Pearson test results on the validity of the questions in section II(b)

		Question1	Question2	Question3	Question4	Question5	Question6	Question7	Question8	Question9	Question10	total
Question1	Pearson Correlation	1	.990**	.990**	1.000**	.990**	1.000**	.990**	.990**	1.000**	.990**	.997**
	Sig. (2-tailed)		<.001	<.001	.000	<.001	.000	<.001	<.001	.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9
Question2	Pearson Correlation	.990**	1	1.000**	.990**	1.000**	.990**	1.000**	1.000**	.990**	1.000**	.998**
	Sig. (2-tailed)	<.001		.000	<.001	.000	<.001	.000	.000	<.001	.000	<.001
	N	9	9	9	9	9	9	9	9	9	9	9
Question3	Pearson Correlation	.990**	1.000**	1	.990**	1.000**	.990**	1.000**	1.000**	.990**	1.000**	.998**
	Sig. (2-tailed)	<.001	.000		<.001	.000	<.001	.000	.000	<.001	.000	<.001
	N	9	9	9	9	9	9	9	9	9	9	9
Question4	Pearson Correlation	1.000**	.990**	.990**	1	.990**	1.000**	.990**	.990**	1.000**	.990**	.997**
	Sig. (2-tailed)	.000	<.001	<.001		<.001	.000	<.001	<.001	.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9
Question5	Pearson Correlation	.990**	1.000**	1.000**	.990**	1	.990**	1.000**	1.000**	.990**	1.000**	.998**
	Sig. (2-tailed)	<.001	.000	.000	<.001		<.001	.000	.000	<.001	.000	<.001
	N	9	9	9	9	9	9	9	9	9	9	9
Question6	Pearson Correlation	1.000**	.990**	.990**	1.000**	.990**	1	.990**	.990**	1.000**	.990**	.997**
	Sig. (2-tailed)	.000	<.001	<.001	.000	<.001		<.001	<.001	.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9
Question7	Pearson Correlation	.990**	1.000**	1.000**	.990**	1.000**	.990**	1	1.000**	.990**	1.000**	.998**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001		.000	<.001	.000	<.001
	N	9	9	9	9	9	9	9	9	9	9	9
Question8	Pearson Correlation	.990**	1.000**	1.000**	.990**	1.000**	.990**	1.000**	1	.990**	1.000**	.998**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001	.000		<.001	.000	<.001
	N	9	9	9	9	9	9	9	9	9	9	9
Question9	Pearson Correlation	1.000**	.990**	.990**	1.000**	.990**	1.000**	.990**	.990**	1	.990**	.997**
	Sig. (2-tailed)	.000	<.001	<.001	.000	<.001	.000	<.001	<.001		<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9
Question10	Pearson Correlation	.990**	1.000**	1.000**	.990**	1.000**	.990**	1.000**	1.000**	.990**	1	.998**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001	.000	.000	<.001		<.001
	N	9	9	9	9	9	9	9	9	9	9	9
total	Pearson Correlation	.997**	.998**	.998**	.997**	.998**	.997**	.998**	.998**	.997**	.998**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	9	9	9	9	9	9	9	9	9	9	9

** Correlation is significant at the 0.01 level (2-tailed).

Source: Author

For verifying the validity of the data, the significance value was checked. When the value is less than 0.05. from the analysis above, the data is valid as no value in the figure under significance value is more than the significant

II. IMPACT ON REMOTE WORKING AND EMPLOYEE RELIABILITY

c. The questions relate to distractions you are facing while working from home.

The sample size for this test was nine people. Table 22 in the “reliability tests” section above summarises the sample responses for testing purposes. The sample was taken through the Pearson method for validity testing, and the figure below was obtained

Figure 19: Pearson test results on the validity of the questions in section II(c)

		Question1	Question2	Question3	Question4	Question5	Question6	Question7	Question8	Question9	Question10	Question11	Question12	total
Question1	Pearson Correlation	1	.990**	.990**	1.000**	.990**	1.000**	.990**	.990**	1.000**	.990**	.990**	1.000**	.998**
	Sig. (2-tailed)		<.001	<.001	.000	<.001	.000	<.001	<.001	.000	<.001	<.001	.000	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9	9
Question2	Pearson Correlation	.990**	1	1.000**	.990**	1.000**	.990**	1.000**	1.000**	.990**	1.000**	1.000**	.990**	.997**
	Sig. (2-tailed)	<.001		.000	<.001	.000	<.001	.000	.000	<.001	.000	.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9	9
Question3	Pearson Correlation	.990**	1.000**	1	.990**	1.000**	.990**	1.000**	1.000**	.990**	1.000**	1.000**	.990**	.997**
	Sig. (2-tailed)	<.001	.000		<.001	.000	<.001	.000	.000	<.001	.000	.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9	9
Question4	Pearson Correlation	1.000**	.990**	.990**	1	.990**	1.000**	.990**	.990**	1.000**	.990**	.990**	1.000**	.998**
	Sig. (2-tailed)	.000	<.001	<.001		<.001	.000	<.001	<.001	.000	<.001	<.001	.000	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9	9
Question5	Pearson Correlation	.990**	1.000**	1.000**	.990**	1	.990**	1.000**	1.000**	.990**	1.000**	1.000**	.990**	.997**
	Sig. (2-tailed)	<.001	.000	.000	<.001		<.001	.000	.000	<.001	.000	.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9	9
Question6	Pearson Correlation	1.000**	.990**	.990**	1.000**	.990**	1	.990**	.990**	1.000**	.990**	.990**	1.000**	.998**
	Sig. (2-tailed)	.000	<.001	<.001	.000	<.001		<.001	<.001	.000	<.001	<.001	.000	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9	9
Question7	Pearson Correlation	.990**	1.000**	1.000**	.990**	1.000**	.990**	1	1.000**	.990**	1.000**	1.000**	.990**	.997**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001		.000	<.001	.000	.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9	9
Question8	Pearson Correlation	.990**	1.000**	1.000**	.990**	1.000**	.990**	1.000**	1	.990**	1.000**	1.000**	.990**	.997**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001	.000		<.001	.000	.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9	9
Question9	Pearson Correlation	1.000**	.990**	.990**	1.000**	.990**	1.000**	.990**	.990**	1	.990**	.990**	1.000**	.998**
	Sig. (2-tailed)	.000	<.001	<.001	.000	<.001	.000	<.001	<.001		<.001	<.001	.000	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9	9
Question10	Pearson Correlation	.990**	1.000**	1.000**	.990**	1.000**	.990**	1.000**	1.000**	.990**	1	1.000**	.990**	.997**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001	.000	.000	<.001		.000	<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9	9
Question11	Pearson Correlation	.990**	1.000**	1.000**	.990**	1.000**	.990**	1.000**	1.000**	.990**	1.000**	1	.990**	.997**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001	.000	.000	<.001	.000		<.001	<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9	9
Question12	Pearson Correlation	1.000**	.990**	.990**	1.000**	.990**	1.000**	.990**	.990**	1.000**	.990**	.990**	1	.998**
	Sig. (2-tailed)	.000	<.001	<.001	.000	<.001	.000	<.001	<.001	.000	<.001	<.001		<.001
	N	9	9	9	9	9	9	9	9	9	9	9	9	9
total	Pearson Correlation	.998**	.997**	.997**	.998**	.997**	.998**	.997**	.997**	.998**	.997**	.997**	.998**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	9	9	9	9	9	9	9	9	9	9	9	9	9

** Correlation is significant at the 0.01 level (2-tailed).

Source: Author

For verifying the validity of the data, the significance value was checked. The value is less than 0.05. from the analysis above, the data is valid as no value in the figure under significance value is significant.

II. IMPACT ON REMOTE WORKING AND EMPLOYEE RELIABILITY

- d. The questions relate to the impact of the epidemic on the performance appraisal of the work from home.

The sample size for this test was nine people. Table 25 in the “reliability tests” section summarises the sample responses for testing purposes

Figure 20: Pearson test results on the validity of the questions in section II(d)

		Question01	Question02	Question03	Question04	Question05	Question06	Question07	Question08	Question09	Question10	TOTAL
Question01	Pearson Correlation	1	.991**	.991**	1.000**	.991**	1.000**	.991**	.991**	1.000**	.991**	.998**
	Sig. (2-tailed)		<.001	<.001	.000	<.001	.000	<.001	<.001	.000	<.001	<.001
	N	10	10	10	10	10	10	10	10	10	10	10
Question02	Pearson Correlation	.991**	1	1.000**	.991**	1.000**	.991**	1.000**	1.000**	.991**	1.000**	.998**
	Sig. (2-tailed)	<.001		.000	<.001	.000	<.001	.000	.000	<.001	.000	<.001
	N	10	10	10	10	10	10	10	10	10	10	10
Question03	Pearson Correlation	.991**	1.000**	1	.991**	1.000**	.991**	1.000**	1.000**	.991**	1.000**	.998**
	Sig. (2-tailed)	<.001	.000		<.001	.000	<.001	.000	.000	<.001	.000	<.001
	N	10	10	10	10	10	10	10	10	10	10	10
Question04	Pearson Correlation	1.000**	.991**	.991**	1	.991**	1.000**	.991**	.991**	1.000**	.991**	.998**
	Sig. (2-tailed)	.000	<.001	<.001		<.001	.000	<.001	<.001	.000	<.001	<.001
	N	10	10	10	10	10	10	10	10	10	10	10
Question05	Pearson Correlation	.991**	1.000**	1.000**	.991**	1	.991**	1.000**	1.000**	.991**	1.000**	.998**
	Sig. (2-tailed)	<.001	.000	.000	<.001		<.001	.000	.000	<.001	.000	<.001
	N	10	10	10	10	10	10	10	10	10	10	10
Question06	Pearson Correlation	1.000**	.991**	.991**	1.000**	.991**	1	.991**	.991**	1.000**	.991**	.998**
	Sig. (2-tailed)	.000	<.001	<.001	.000	<.001		<.001	<.001	.000	<.001	<.001
	N	10	10	10	10	10	10	10	10	10	10	10
Question07	Pearson Correlation	.991**	1.000**	1.000**	.991**	1.000**	.991**	1	1.000**	.991**	1.000**	.998**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001		.000	<.001	.000	<.001
	N	10	10	10	10	10	10	10	10	10	10	10
Question08	Pearson Correlation	.991**	1.000**	1.000**	.991**	1.000**	.991**	1.000**	1	.991**	1.000**	.998**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001	.000		<.001	.000	<.001
	N	10	10	10	10	10	10	10	10	10	10	10
Question09	Pearson Correlation	1.000**	.991**	.991**	1.000**	.991**	1.000**	.991**	.991**	1	.991**	.998**
	Sig. (2-tailed)	.000	<.001	<.001	.000	<.001	.000	<.001	<.001		<.001	<.001
	N	10	10	10	10	10	10	10	10	10	10	10
Question10	Pearson Correlation	.991**	1.000**	1.000**	.991**	1.000**	.991**	1.000**	1.000**	.991**	1	.998**
	Sig. (2-tailed)	<.001	.000	.000	<.001	.000	<.001	.000	.000	<.001		<.001
	N	10	10	10	10	10	10	10	10	10	10	10
TOTAL	Pearson Correlation	.998**	.998**	.998**	.998**	.998**	.998**	.998**	.998**	.998**	.998**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	10	10	10	10	10	10	10	10	10	10	10

** Correlation is significant at the 0.01 level (2-tailed).

Source: Author

For verifying the validity of the data, the significance value was checked. When the value is less than 0.05. from the analysis above, the data is valid as no value in the figure under significance value is more than the significant.

II. IMPACT ON REMOTE WORKING AND EMPLOYEE RELIABILITY

e. The questions relate to measures taken for the response on work.

The sample size for this test was nine people. Table 28 in the “reliability tests” section summarises the sample responses for testing purposes. The sample was taken through the Pearson method for validity testing, and the figure below was obtained

Figure 21: Pearson test results on the validity of the questions in section II(e)

		Question01	Question02	Question03	Question04	Question05	Question06	TOTAL
Question01	Pearson Correlation	1	.991**	.762*	1.000**	.991**	.991**	.990**
	Sig. (2-tailed)		<.001	.010	.000	<.001	<.001	<.001
	N	10	10	10	10	10	10	10
Question02	Pearson Correlation	.991**	1	.800**	.991**	1.000**	1.000**	.996**
	Sig. (2-tailed)	<.001		.005	<.001	.000	.000	<.001
	N	10	10	10	10	10	10	10
Question03	Pearson Correlation	.762*	.800**	1	.762*	.800**	.800**	.840**
	Sig. (2-tailed)	.010	.005		.010	.005	.005	.002
	N	10	10	10	10	10	10	10
Question04	Pearson Correlation	1.000**	.991**	.762*	1	.991**	.991**	.990**
	Sig. (2-tailed)	.000	<.001	.010		<.001	<.001	<.001
	N	10	10	10	10	10	10	10
Question05	Pearson Correlation	.991**	1.000**	.800**	.991**	1	1.000**	.996**
	Sig. (2-tailed)	<.001	.000	.005	<.001		.000	<.001
	N	10	10	10	10	10	10	10
Question06	Pearson Correlation	.991**	1.000**	.800**	.991**	1.000**	1	.996**
	Sig. (2-tailed)	<.001	.000	.005	<.001	.000		<.001
	N	10	10	10	10	10	10	10
TOTAL	Pearson Correlation	.990**	.996**	.840**	.990**	.996**	.996**	1
	Sig. (2-tailed)	<.001	<.001	.002	<.001	<.001	<.001	
	N	10	10	10	10	10	10	10

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Source: Author

For verifying the validity of the data, the significance value was checked. When the value is less than 0.05. from the analysis above, the data is valid as no value in the figure under significance value is more than the significant.

III.IMPACT ON EMPLOYEE RETENTIONS

a. The questions relate to the impact of employer retention.

The sample size for this test was nine people. Table 31 in the “reliability tests” section above summarises the sample responses for testing purposes. The sample was taken through the Pearson method for validity testing, and the figure below was obtained.

Figure 22: Pearson test results on the validity of the questions in section III(a)

		Question01	Question02	Question03	Question04	Question05	Question06	Question7	TOTAL
Question01	Pearson Correlation	1	.991**	.762*	1.000**	.991**	.991**	.762*	.978**
	Sig. (2-tailed)		<.001	.010	.000	<.001	<.001	.010	<.001
	N	10	10	10	10	10	10	10	10
Question02	Pearson Correlation	.991**	1	.800**	.991**	1.000**	1.000**	.800**	.988**
	Sig. (2-tailed)	<.001		.005	<.001	.000	.000	.005	<.001
	N	10	10	10	10	10	10	10	10
Question03	Pearson Correlation	.762*	.800**	1	.762*	.800**	.800**	1.000**	.878**
	Sig. (2-tailed)	.010	.005		.010	.005	.005	.000	<.001
	N	10	10	10	10	10	10	10	10
Question04	Pearson Correlation	1.000**	.991**	.762*	1	.991**	.991**	.762*	.978**
	Sig. (2-tailed)	.000	<.001	.010		<.001	<.001	.010	<.001
	N	10	10	10	10	10	10	10	10
Question05	Pearson Correlation	.991**	1.000**	.800**	.991**	1	1.000**	.800**	.988**
	Sig. (2-tailed)	<.001	.000	.005	<.001		.000	.005	<.001
	N	10	10	10	10	10	10	10	10
Question06	Pearson Correlation	.991**	1.000**	.800**	.991**	1.000**	1	.800**	.988**
	Sig. (2-tailed)	<.001	.000	.005	<.001	.000		.005	<.001
	N	10	10	10	10	10	10	10	10
Question7	Pearson Correlation	.762*	.800**	1.000**	.762*	.800**	.800**	1	.878**
	Sig. (2-tailed)	.010	.005	.000	.010	.005	.005		<.001
	N	10	10	10	10	10	10	10	10
TOTAL	Pearson Correlation	.978**	.988**	.878**	.978**	.988**	.988**	.878**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	10	10	10	10	10	10	10	10

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Source: Author

For verifying the validity of the data, the significance value was checked. When the value is less than 0.05. from the analysis above, the data is valid as no value in the figure under significance value is more than the significant.

Semi-structured Interview

Reliability tests

The nine questions were administered to different respondents. After two weeks, the researcher went again and collected the response from the same clients. The table below summarises the number of questions that the respondents answered in both the test and retest.

Table 34: The number of questions that the respondents answered in the test and retest

ID	test	retest
1	7	7
2	7	7
3	8	8
4	8	8
5	5	5
6	5	5
7	5	5
8	7	7
9	6	6

Source: Author

The researcher then used the correlation method of the two classes to check how reliable the results could be. The following figure below was obtained.

Figure 23: Intraclass Correlation Coefficient

	Intraclass Correlation ^b	95% Confidence Interval		F Test with True Value 0			
		Lower Bound	Upper Bound	Value	df1	df2	Sig
Single Measures	1.000 ^a	.	.	.	8	.	.
Average Measures	1.000 ^c	.	.	.	8	.	.

Two-way mixed effects model where people effects are random and measures effects are fixed.

- The estimator is the same, whether the interaction effect is present or not.
- Type A intraclass correlation coefficients using an absolute agreement definition.
- This estimate is computed assuming the interaction effect is absent, because it is not estimable otherwise.

Source: Author

The result shows that the two tests exhibit an internal consistency; therefore, the semi-structured interview questions are reliable for the study.

Validity tests

The researcher used the Pearson correlation to verify if the data were valid for the study. The following results were obtained from the analysis.

Figure 24: Pearson Correlation Analysis Results

		Test	Retest	total
Test	Pearson Correlation	1	1.000**	1.000**
	Sig. (2-tailed)		.000	.000
	N	9	9	9
Retest	Pearson Correlation	1.000**	1	1.000**
	Sig. (2-tailed)	.000		.000
	N	9	9	9
total	Pearson Correlation	1.000**	1.000**	1
	Sig. (2-tailed)	.000	.000	
	N	9	9	9

** Correlation is significant at the 0.01 level (2-tailed).

Source: Author

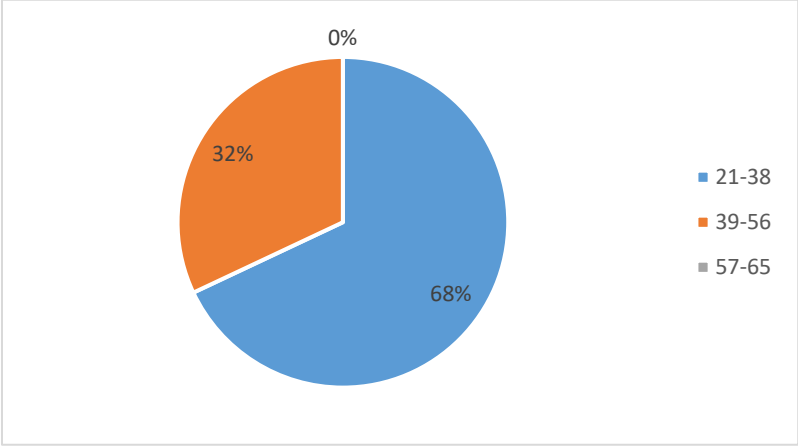
From the results indicated, the significance level was at 0.01 and the values of each element significance is lower than this. Therefore, the interview questions are valid for the research as they will produce accurate responses.

Appendix D Data Collection Results - Semi-structured Interview

Basic Information

The basic information section of the interview captured demographics of the respondents namely; Age Group (21-38 years, 39-56 years, 57-65 years), Sex (Male / Female), Occupation, Educational level, Locality.

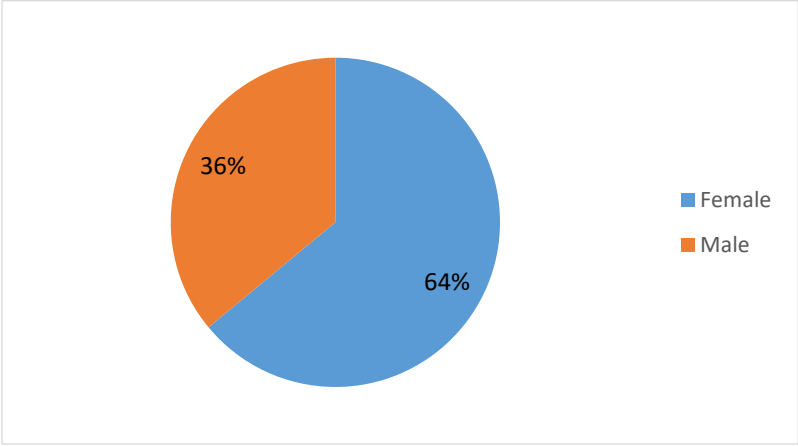
Figure 25: Interview participants demographics: Age groups



Source: Author

The majority of people were within the age bracket 21-38 that constitutes youthful employees at different organisations. However, this study has also considered senior employees aged between 40 and 56.

Figure 26: Interview participants demographics: Sex/Gender



Source: Author

The interviewed participants consisted of 36% males and 64% females.

Table 35: Summary of interview participants professions

Participants	Profession
AX	Technical Services Specialist
WB	Entrepreneur
CV	Draughts' person
TE	Financial reporter
FS	Front Office Receptionist
GR	Sales Manager
QH	Engineer
IP	Photographer
JW	Accountant
JO	Teacher
KN	Safety Manager
LM	Biomedical Engineer
ML	GCS Technical Service
KN	Digital marketing
JO	Automation lead
PI	Purchasing and administration
QH	Freelancer, Photographer
GR	Technical Accounting Manager
FS	Operations supervisor
TE	Compliance Monitoring Officer
UD	Customer success manager
VC	Graphic designer
BW	Accountant
AZ	Financial Manager
RG	Cargo operator, shipping. Logistics

Figure 27: Word cloud of interview participants demographics: Occupation



Source: Author

Occupation information was gathered and 32% of the participants held management positions.

Figure 28: Word cloud of interview participants demographics: Education Level

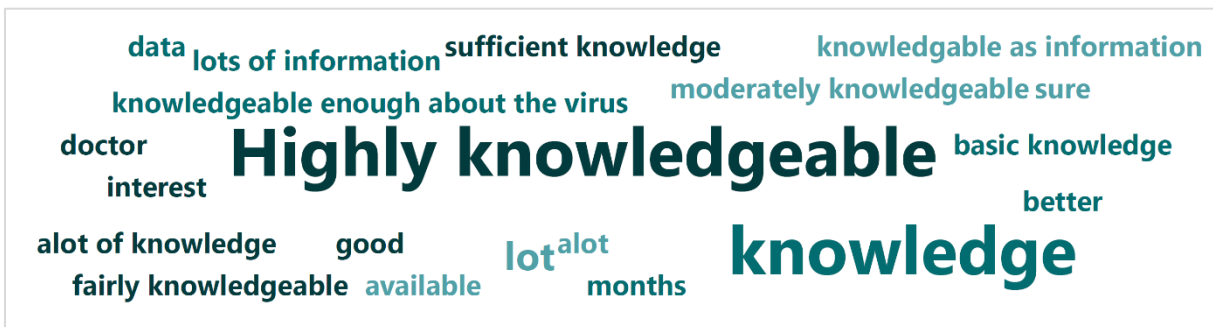


Source: Author

Basic education information was also gathered and 57% of the interviewees have attained a bachelor's degree or higher.

General perceptions and attitudes towards COVID-19

Figure 29: Word cloud of interview responses to COVID-19 knowledge level



Source: Author

When asked about how the participants feel about how much knowledge they had about COVID-19, 76% thought they were knowledgeable or highly knowledgeable (Figure 29).

Figure 30: Word cloud of interview responses to COVID-19 information sources



Source: Author

The respondents were asked about where they gained the knowledge about COVID-19, 64% mentioned news and 36% mentioned social media (Figure 30).

Figure 31: Word cloud of interview responses to COVID-19 initial reactions



Source: Author

To further assess attitudes and perceptions, the respondents were asked about their initial reactions to the pandemic to which 56% were filled with shock and 36% of them, anxiety.

Figure 32: Word cloud of interview responses to COVID-19 current numbers



Source: Author

This word cloud (Figure 32) is based on the interview responses about current COVID-19 numbers. While 2% of the respondents believe the numbers reflect the reality about the virus and are afraid and concerned by the number of cases, 52% were optimistic about government control and mitigation through measures like lockdowns.

Perceptions on virtual human resource management during COVID-19

(See Figures 1, 2, 3, 4 respectively in Chapter 3 above).

Impact of these perceptions on remote working and reliability

(See Figures 5, 6, 7, 8 respectively in Chapter 3 above).

Impact of these perceptions on the retention of participants

(See Figures 9, 10, 11 respectively in Chapter 3 above).

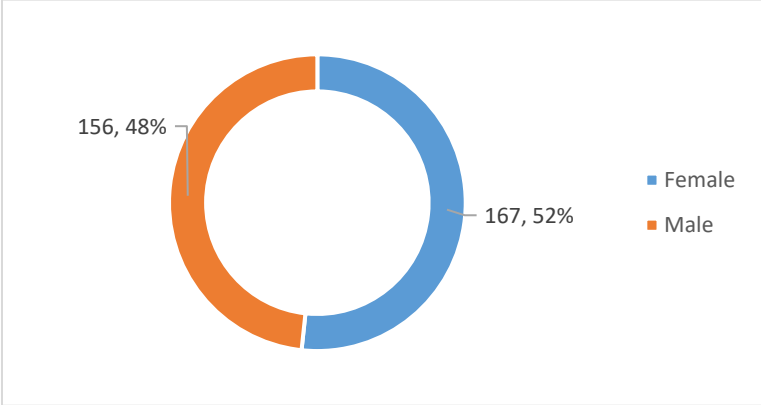
Appendix E Data Collection Results – Survey Questionnaire

3.8.1 General Information

The sample information details the general characteristics of the people within the study that were selected and how they were distributed by; demographics of age, location, industry, gender, and function of the organisation.

3.8.1.1 Gender Demographics

Figure 33: Survey responses on the question regarding gender demographics



Source: Author

The study respondents consisted of; 156 males (48.3%) and 167 females (51.7%).

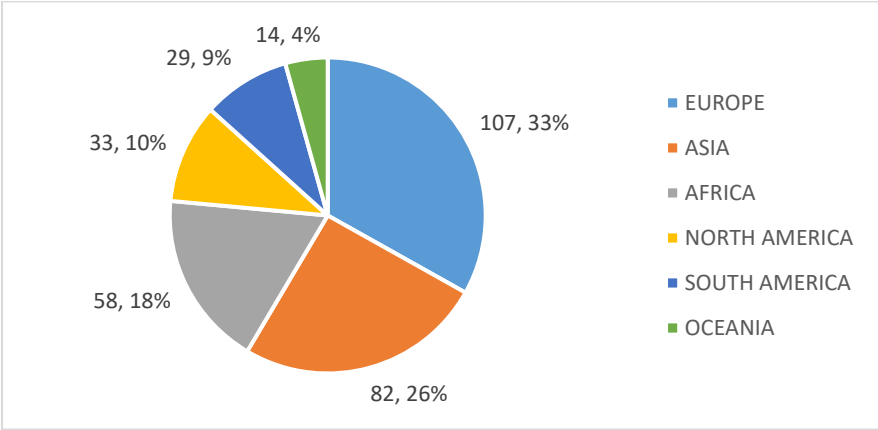
3.8.1.2 Age Demographics

The survey divided the ages of the respondents into three age groups; 21-38, 39-56, and 57-65. Based on these groups, 43.03% of the respondents (139) were in age group 21-38, 43.34% (140 respondents) were aged 39-56 and 13.62% (44 respondents) were aged 57-65.

3.8.1.3 Geographical location

By geographical location, the survey was responded to by people from six different continents: Africa, North America, South America, Asia, Europe, and Oceania. This means that the continents that did not participate are Australia and Antarctica (shown in Figure 12 in Chapter 3 above and Figure 34 below).

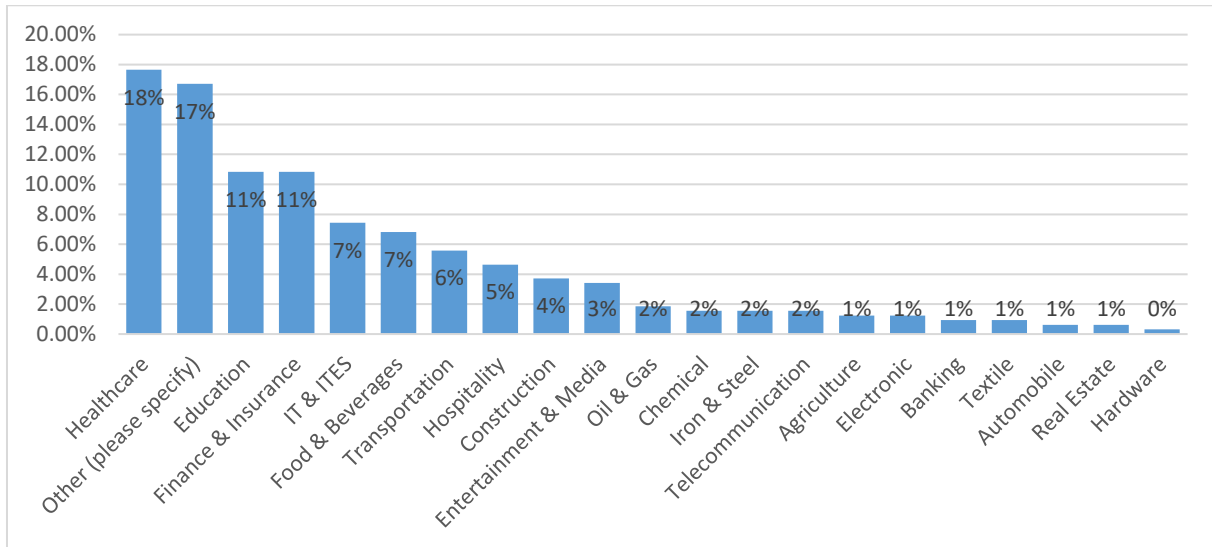
Figure 34: Survey responses on the question regarding country demographics (by continent)



Source: Author

3.8.1.4 Industry Distribution

Figure 35: Survey responses on the question regarding industry of organization

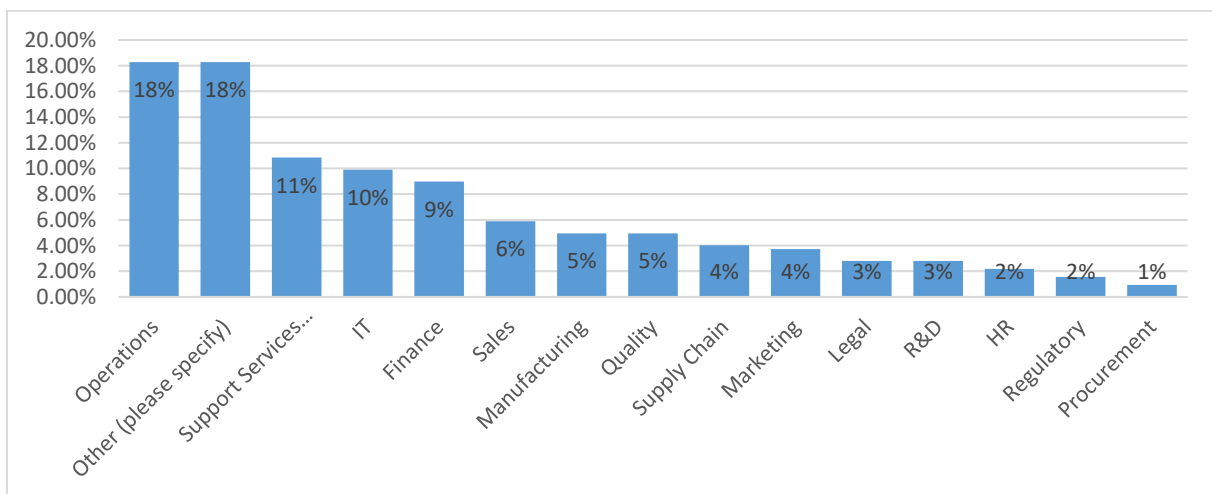


Source: Author

Based on the respondents that responded to the questionnaires, the different industries within the economy were assessed. 18% and 17% were in the health and others industries respectively, education (11%), finance and insurance (11%), IT & ITES (7%), food(7%), transportation (6%), hospitality (5%), construction (4%), entertainment and media (3%), oil and gas (2%), chemical (2%), iron and steel (2%), communication (2%), agriculture (1%), electronic (1%), banking (1%), textile (1%), automobile (1%), real estate (1%) and hardware (1%). (See Figure 35 above).

Moreover, different people were asked about the specificity of main operations/business divisions within their organisations (Figure 36). 18% were specific with operations, 11% with support services/administrations, 9% with finance, 10% particular with IT, 6% specific with sales, manufacturing (5%), quality (5%), supply chain (4%), marketing (4%), legal (3%), R&D (3%), HR (2%), regulatory (1%) and procurement (1%).

Figure 36: Survey responses on the question regarding organizational function (role held)

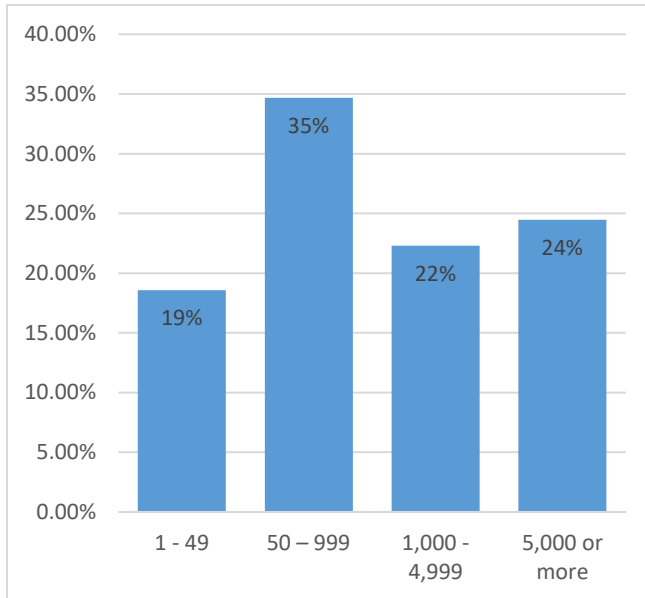


Source: Author

3.8.1.5 Number of Employees

19% of the respondents worked in companies that consisted of 1-49 employees, 35% of the respondents worked in small to medium-sized companies which had 50-999 employees, 22% of the respondents worked where many employees ranged between 1000-4999 and 24% of the employees were in companies that had more than 5000 employees. Certainly, the majority of the respondents worked in small/medium-sized companies and the minority worked in small enterprises.

Figure 37: Survey responses on the question regarding the number of employees



Source: Author

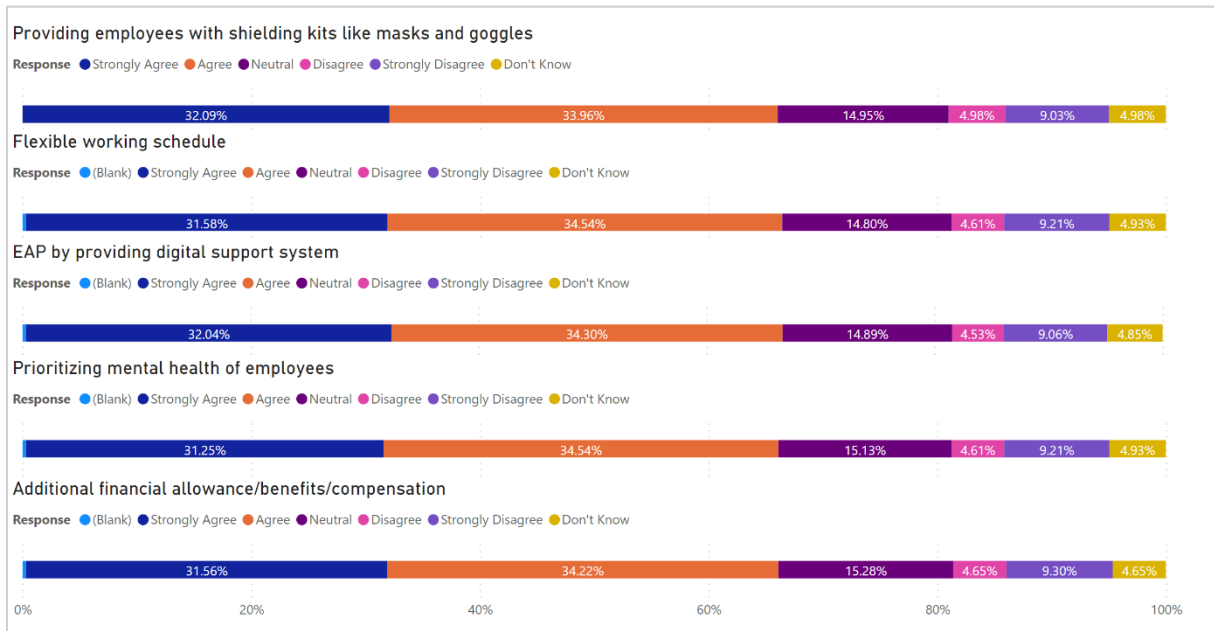
3.8.2 VRHM during COVID-19

This section of the questionnaire aimed at finding out the measures taken by an organisation for employee safety and welfare, the quality of interactions when dealing with the organisational HR team virtually, and measures taken by the organisation to adapt to change during the COVID-19 remote working. Through these questions, the study assessed the perception of different members on VRHM.

3.8.2.1 Responses to Measures for Employee Safety and Welfare

The responses to these were varied, but given that the questionnaire was structured, particular results could be collected as follows;

Figure 38: Responses to measures for employee safety and welfare

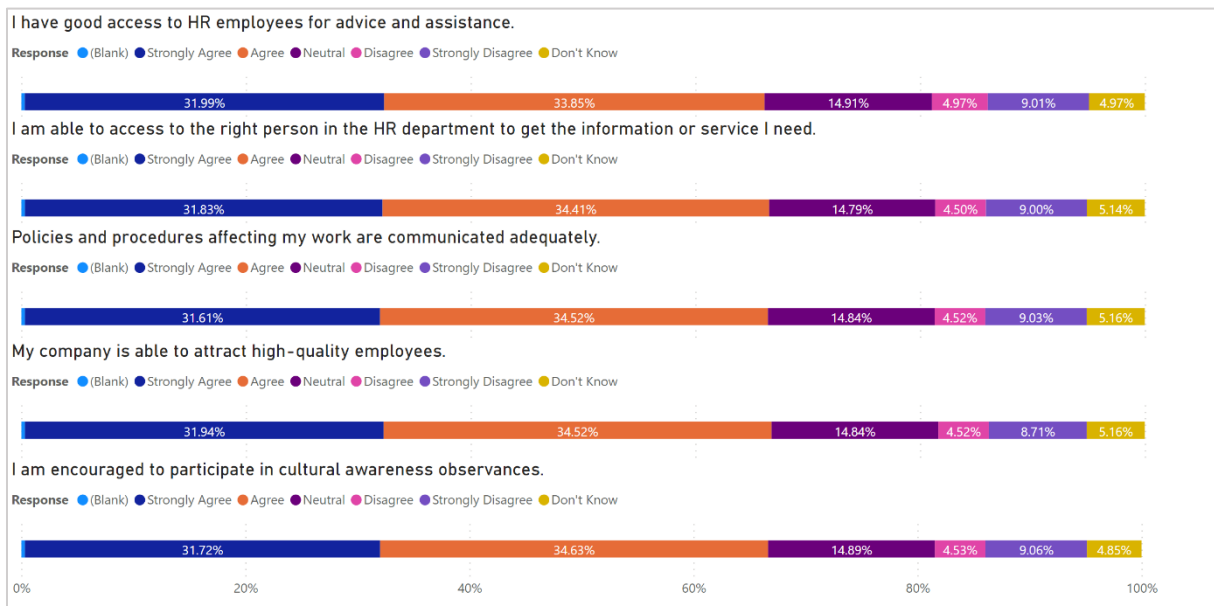


Source: Author

The majority of the organisations have put in place safety precautions and adjusted the working policies to fit the pandemic for each individual, while some organisations are still adjusting.

3.8.2.2 Responses to Quality of Interactions When Dealing with the HR Team Virtually

Figure 39: Responses to quality of interactions when dealing with the HR team virtually



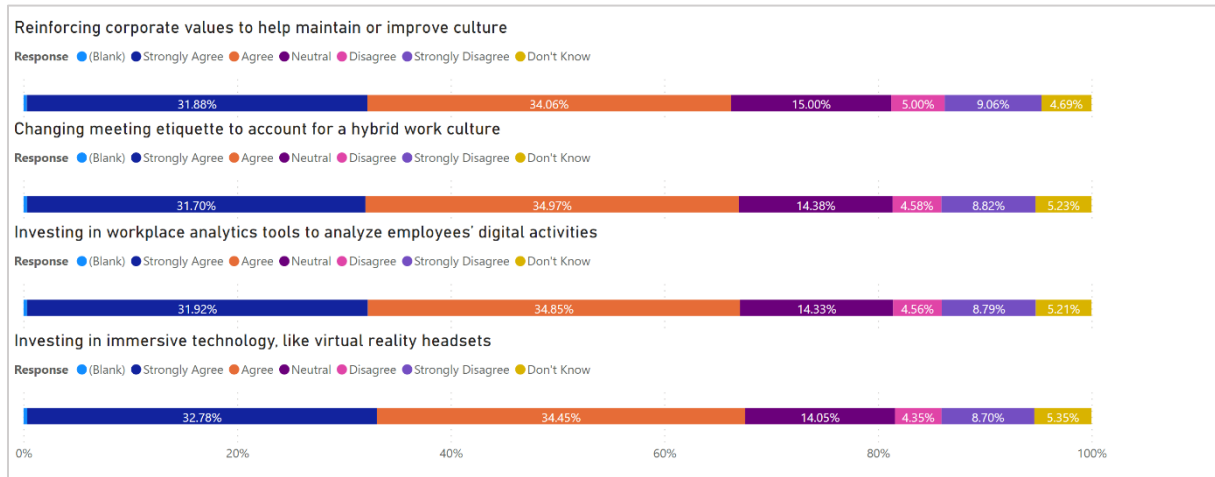
Source: Author

Considering that communication is virtual, most organisations simply stick to online communication that can help the management filter the right employees while ensuring they are participative. These results suggest that virtual teams have been perfectly efficient in delivering information across members in the organisations.

3.8.2.3 Responses to Measures Taken by Organization to Adapt during COVID-19 Remote Working

This part of the question required the respondents to assess to what degree their organisations have been able to reinforce corporate values, change meeting etiquette, investment in analytics tools, or immersive technology.

Figure 40: Responses to measures taken by organization in order to adapt during COVID-19 remote working



Source: Author

In addition to adjusting certain policies and payments, organisations have taken the initiative to invest in technology; employing immersive technology and analytics as well as changing organisational culture to fit the pandemic. This leaves room for the employees to adjust and use the organisational changes to fit their home schedules with work.

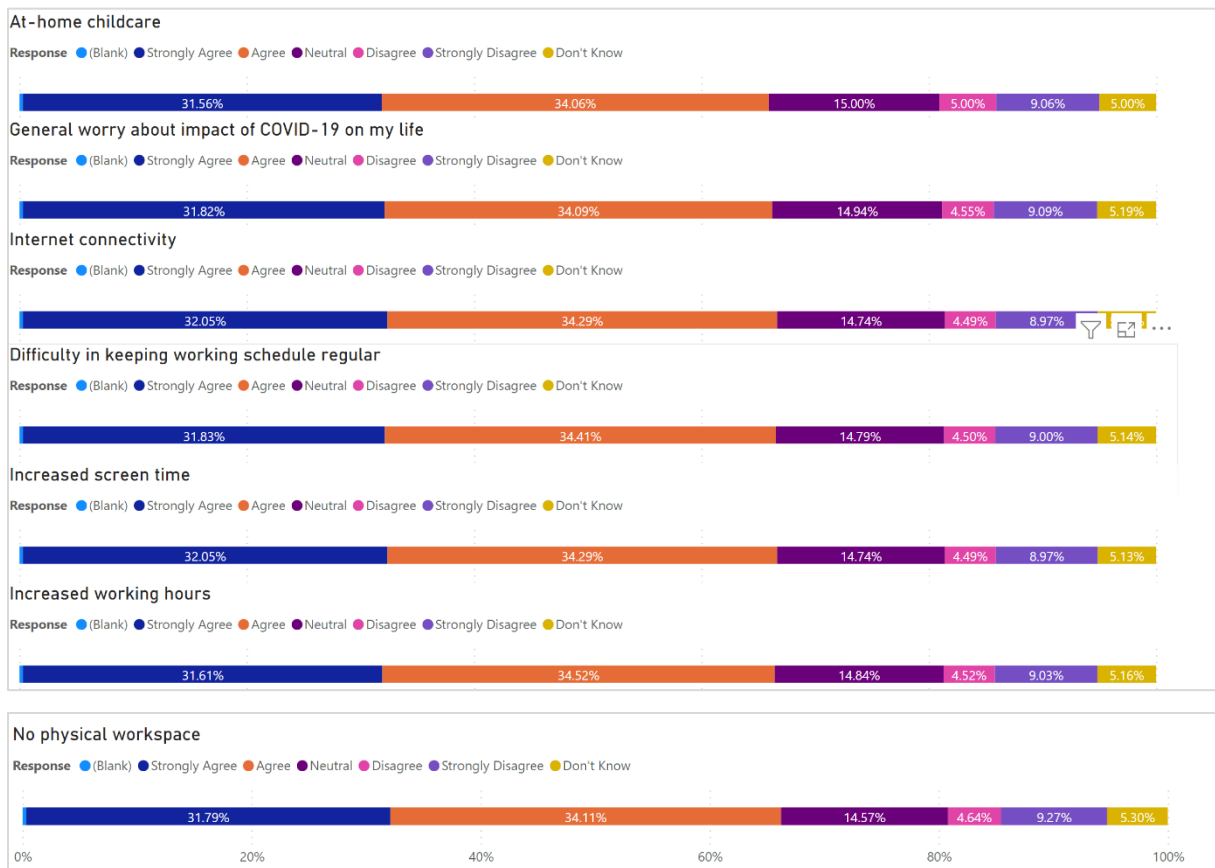
3.8.3 Impact on remote working and employee reliability

Survey section focused on remote working and employee reliability included questions related to the following;

- remote working and employee reliability included questions related to the work from home policy of an organization,
- the respondent's remote working experience,
- distractions employees are facing while working from home,
- the impact of the epidemic on the performance appraisal of work from home,
- as well as the effects remote working has on them.

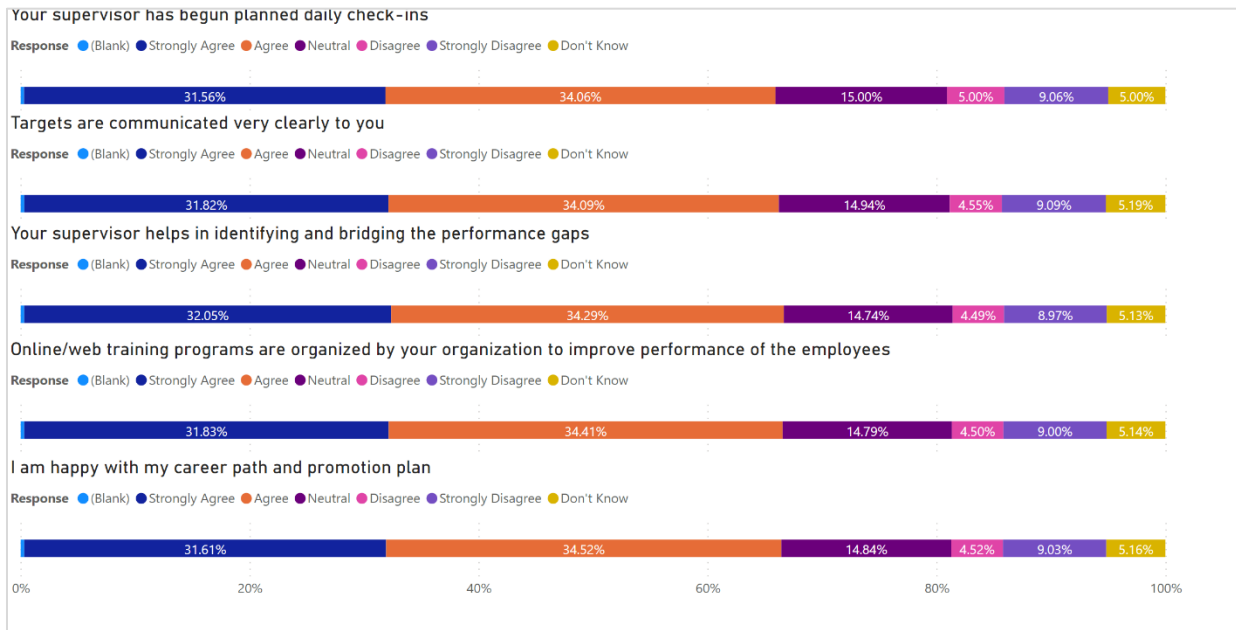
Therefore, in summary, in this section the different respondents were asked about policies that have been put in place to improve working from home and the noticeable benefits or efficiency.

Figure 43: Responses to distractions whilst working from home questions



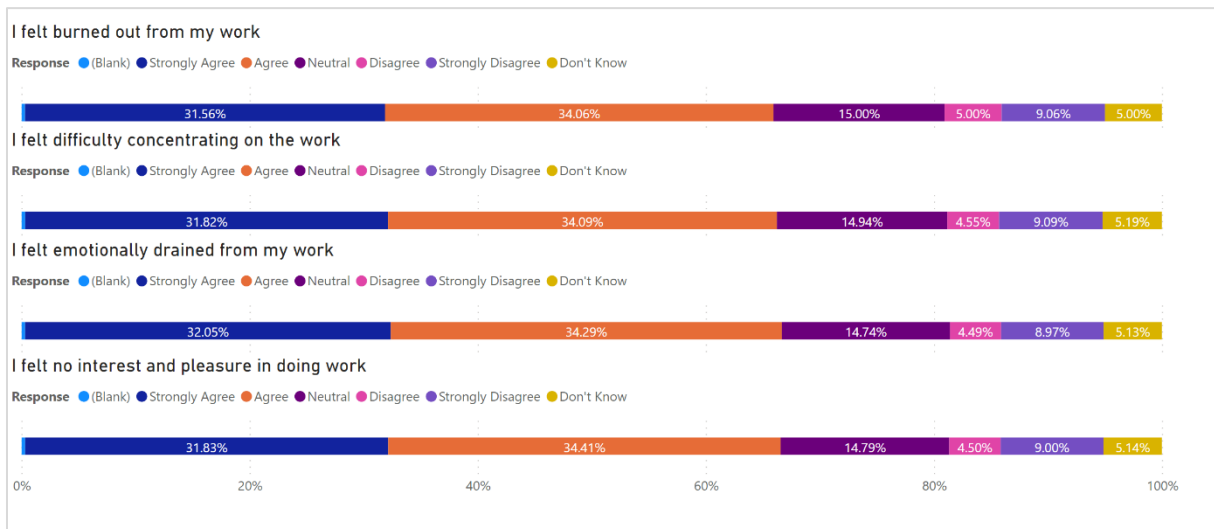
Source: Author

Figure 44: Responses to performance appraisal questions



Source: Author

Figure 45: Responses to mental health questions

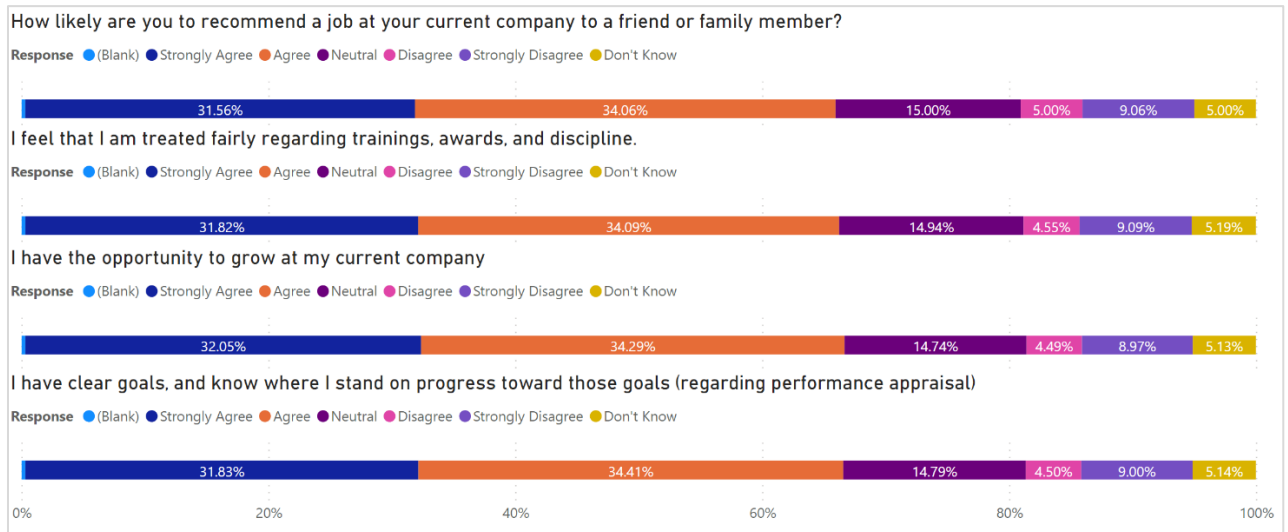


Source: Author

3.8.4 Impact on employee retentions

The respondents were requested to respond to questions that showed a connection to employee retention and hence recommendation as per Figure 46.

Figure 46: Responses to employee retentions questions



Source: Author

Appendix F Data Collection Results - Analysis

1 VRHM during COVID-19

Descriptive data for average score on Virtual HRM during COVID-19.

- Average 1 = Data for questions related to measures taken by an organisation for employee safety and welfare.
- Average 2 = Data for questions related to the quality of interactions when dealing with the organizational HR team virtually.
- Average 3 = Data for questions related to the measures taken by the organisation to adapt to change during the COVID-19 remote working.

Table 36: Descriptive Statistics (1)

	N	Minimum	Maximum	Mean	Std. Deviation
Average1	323	.000	6.000	4.40934	1.077717
average2	323	.00	6.00	4.4322	1.03541
average3	323	.000	6.000	4.10501	1.127237
Valid N (listwise)	323				

Source: Author

Table 37: Correlations (1)

		Average1	average2	average3
Average1	Pearson Correlation	1	.691**	.720**
	Sig. (2-tailed)		<.001	<.001
	N	323	323	323
average2	Pearson Correlation	.691**	1	.714**
	Sig. (2-tailed)	<.001		<.001
	N	323	323	323
average3	Pearson Correlation	.720**	.714**	1
	Sig. (2-tailed)	<.001	<.001	
	N	323	323	323

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Author

Table 38: Regression (1)

		Average1	average2	average3
Pearson Correlation	Average1	1.000	.691	.720
	average2	.691	1.000	.714
	average3	.720	.714	1.000
Sig. (1-tailed)	Average1	.	<.001	<.001
	average2	.000	.	.000
	average3	.000	.000	.
N	Average1	323	323	323
	average2	323	323	323
	average3	323	323	323

Source: Author

Table 39: Variables Entered/Removed^a (1)

Model	Variables Entered	Variables Removed	Method
1	average3, average2 ^b	.	Enter

a. Dependent Variable: Average1

b. All requested variables entered.

Source: Author

Table 40: Model Summary (1)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.582	.579	.698898

a. Predictors: (Constant), average3, average2

Source: Author

Table 41: ANOVA^a (1)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	217.688	2	108.844	222.831	<.001 ^b
	Residual	156.307	320	.488		
	Total	373.994	322			

a. Dependent Variable: Average1

b. Predictors: (Constant), average3, average2

Source: Author

Table 42: Coefficients^a (1)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.931	.174		5.345	<.001
	average2	.375	.054	.360	6.971	<.001
	average3	.443	.049	.463	8.972	<.001

a. Dependent Variable: Average1

Source: Author

2 Impact on remote working and employee reliability data for all variables

Table 43: Descriptive Statistics (2)

	N	Minimum	Maximum	Mean	Std. Deviation
Average home policy	323	.000	6.000	4.07121	1.252845
Average remote working experience	323	.000	6.000	4.24773	1.075488
Average distraction	322	1.000	6.000	3.93678	1.006317
Average others	320	1.000	6.000	4.10990	1.111918
Valid N (listwise)	320				

Source: Author

Table 44: Correlations (2)

		Average home policy	Average remote working experience	Average distraction
Average home policy	Pearson Correlation	1	.634**	.348**
	Sig. (2-tailed)		<.001	<.001
	N	323	323	322
Average remote working experience	Pearson Correlation	.634**	1	.430**
	Sig. (2-tailed)	<.001		<.001
	N	323	323	322
Average distraction	Pearson Correlation	.348**	.430**	1
	Sig. (2-tailed)	<.001	<.001	
	N	322	322	322
Average others	Pearson Correlation	.009	.001	.286**
	Sig. (2-tailed)	.873	.981	<.001
	N	320	320	320

Source: Author

Table 45: Correlations (2)

		Average others
Average home policy	Pearson Correlation	.009
	Sig. (2-tailed)	.873
	N	320
Average remote working experience	Pearson Correlation	.001
	Sig. (2-tailed)	.981
	N	320
Average distraction	Pearson Correlation	.286**
	Sig. (2-tailed)	<.001
	N	320
Average others	Pearson Correlation	1
	Sig. (2-tailed)	
	N	320

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Author

Table 46: Model Summary (2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639 ^a	.409	.401	.944869

a. Predictors: (Constant), average others, average remote working experience, average distraction, average impact of performance

Source: Author

Table 47: ANOVA^a (2)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	194.381	4	48.595	54.431	<.001 ^b
	Residual	281.225	315	.893		
	Total	475.606	319			

a. Dependent Variable: average home policy

b. Predictors: (Constant), average others, average remote working experience, average distraction, average impact of performance

Source: Author

Table 48: Coefficients^a (2)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.637	.309		2.060	.040
	Average remote working experience	.541	.064	.459	8.402	<.001
	Average distraction	.052	.065	.042	.793	.428
	Average impact of performance	.246	.062	.225	4.000	<.001
	Average others	-.015	.050	-.013	-.294	.769

a. Dependent Variable: average home policy

Source: Author

3 Impact on employee retentions

Table 49: Descriptive Statistics (3)

	N	Minimum	Maximum	Mean	Std. Deviation
Average on others	310	1.000	6.000	4.39946	1.098207
Average	323	0	6	4.29	1.435
Valid N (listwise)	310				

Source: Author

Table 50: Correlations (3)

		Average	Average on others
Average	Pearson Correlation	1	.694**
	Sig. (2-tailed)		<.001
	N	323	310
Average on others	Pearson Correlation	.694**	1
	Sig. (2-tailed)	<.001	
	N	310	310

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Author

Table 51: Model Summary (3)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.481	.479	.984

a. Predictors: (Constant), average on others

Source: Author

Table 52: ANOVA^a (3)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	276.421	1	276.421	285.454	<.001 ^b
	Residual	298.253	308	.968		
	Total	574.674	309			

a. Dependent Variable: How likely are you to recommend a job at your current company to a friend or family member?

b. Predictors: (Constant), average on others

Source: Author

Table 53: Coefficients^a (3)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.563	.231		2.434	.015
	Average on others	.861	.051	.694	16.895	<.001

a. Dependent Variable: How likely are you to recommend a job at your current company to a friend or family member?

Source: Author

Appendix G Raw Data – Semi-Structured Interview

Table 54: Basic Information - Interview Raw Data

ID	Age Group:	Sex:	Occupation:	Educational Level:
1	21-38	Female	Analyst	Masters
2	21-38	Male	Technical Services Specialist	Masters
3	39-56	Female	Entrepreneur	Bachelors
4	39-56	Female	Draughtsperson	NQF 4
5	21-38	Female	Financial reporter	Bachelors and post grad
6	21-38	Female	Front Office Receptionist	Bachelors
7	21-38	Male	Sales Manager	Bachelors
8	39-56	Male	Engineer	Bachelor
9	21-38	Female	Photographer	Higher National Certificate
10	21-38	Female	Teacher	High school
11	21-38	Female	Safety Manager	Bachelor's degree
12	39-56	Female	Biomedical Engineer	Bachelors
13	21-38	Male	Service Administration Supervisor	Tertiary Certificate
14	21-38	Female	Digital marketing	Bachelors
15	39-56	Male	Automation lead	Bachelors
16	39-56	Female	Purchasing & administration	Bachelors, Masters
17	21-38	Female	Freelancer, Photographer	International Diploma
18	21-38	Male	Technical Accounting Manager	Bachelors
19	21-38	Male	Operations supervisor - telecommunications	National diploma
20	21-38	Female	Compliance Monitoring Officer	Masters
21	39-56	Female	Customer success manager	Bachelors
22	21-38	Male	Graphic designer	National Diploma
23	39-56	Male	Accountant	Bachelors
24	21-38	Female	Financial Manager	Bachelors
25	21-38	Female	Cargo operator, shipping, Logistics	Honors degree

Source: Author

Table 55: General Perceptions and attitudes towards COVID-19 - Interview Raw Data

Question 1: How do you feel about your knowledge level regarding the COVID-19 pandemic?	Question 2: How did you learn about the coronavirus outbreak? What is the reliable source of information about COVID-19?	Question 3: What were your initial reactions towards COVID-19 when you first heard about it?	Question 4: What are your thoughts and feelings about the current number of COVID-19 cases in your country?
Pretty good, a lot of knowledge available	Healthcare professionals in my industry. Currently rely on the WHO for reliable information about the virus and infections.	Shocked to find out about a deadly virus. Scared that it is contagious and deadly. Angry at the conspiracy theories that it is a man-made virus and was leaked deliberately.	Numbers are a reflection of the government's control in a country. UAE numbers seem under control where countries like South Africa are increasing as they government is not able to enforce rules regarding masks and social distancing.
better to rate knowledge	C2C classes, social media, healthcare professionals and websites	excited to see results	not too high number of infected cases with comparison to 1918
Good	Social media	Just fine	Hopeful
Fair	Social media	Shocked	It's worrying
Feels like you can get lots of information. Just need to make sure it is valid.	On the News, on news reports on the internet.	Shocked and not nice not knowing what the future holds.	Feels like it will never end.
I think I know quite a lot of what is happening in my own country	Websites of Who as well seeing articles on Facebook	Shocked but thought it would be over quickly like Ebola.	Annoyed this should be over.
Confident	News, social media	Paranoia, anxiety	Desensitized
Sufficient knowledge	Internet	Uncertainty	Annoyed
I'm Knowledgeable enough, always trying to read about it. There's not enough data yet	Online News	Uncertainty	There's no social responsibility. Getting the vaccine doesn't mean that people come back to what was normal in the past. We need to keep following the rules to take care of society. This is the new normal, and people should adapt to change quickly. If we, the society, don't follow the rules, this will keep going.

As knowledgeable as information provided by government			The cases keep increasing. So, confusion and frustration
Yes, I'm knowledgeable enough about the virus	News	Shocked	
	WHO, DCD websites, news	Shocked	It's devastating
I have enough knowledge	Healthcare professionals, websites, social media and newspapers/magazines	Anxious	Cases are likely to increase until at least 80% of the country is vaccinated. Restrictions should continue until vaccination is over.
		frustrated, shocked always thought that Epidemics would be controlled before it reaches a global pandemic considering the infrastructure the world in terms of healthcare.	
highly knowledgeable	television, healthcare professionals, websites,		Concerning & Surprising, considering the efforts and guidelines put in place by government and WHO.
Highly knowledgeable	Television and radio	Shock and denial	It's very depressing
Basic knowledge	News and social media	anxious	Concerned as numbers are still quite alarming
I know a lot about it because we work with a doctor specialized in it	Started by local television, then at work by the doctor	Shocked but never thought how long & hard it would be in our country specially	Ridiculous & related to the stupid government de have
I think I know what I need to know	Social Media and news	Maybe too relaxed	I think the numbers are at a point where life should be going more back to normal
Confident	BBC	Imperturbable	Concerned
Started off knowing a lot, as the months rolled out i lost interest and started getting annoyed with the restrictions.	Found out about CV19 via the news	Fear, media made it out that if you caught covid that you will most likely die.	At the moment there is less than 1 % that are dying from cv19 related illnesses...we have a large number of fully vaccinated people...time to open up the economy again.
Moderately knowledgeable	Unsure - possibly social media	Shocked/ scared	Good as we do not have any in our country.
Highly knowledgeable	The news	Shocked	My country isn't handling the virus effectively
Fairly knowledgeable	Television, National News network	Dread	I feel like we should be further along to curbing cases

Intermediate	News channels across radio, television and social media	Uncertainty	Worrying, even though the infection rate is lowering
Highly knowledgeable	Newspapers	Shocked	Concerned
Highly knowledgeable	Website and healthcare professionals	Shocked and frustrated	Shocked and afraid

Source: Author

Table 56: Perceptions on virtual human resource management during COVID-19 - Interview Raw Data

Question 5: What do you feel were the major challenges faced by your organization due to sudden COVID-19 outbreak and having to work remotely?	Question 6: What was the rate of adoption of virtual teams by your HR department during the pandemic period?	Question 7: What are the possible challenges faced by your company human resource managers as they execute their roles of controlling and monitoring virtual teams?	Question 8: Currently, what sort of help or support is accessible to you and your family to cope with the pandemic situation?
Work/life balance - trying to ensure employees were productive working from home especially during isolation/lockdown when all the kids were home as well.	Company invested into new tools for team collaboration such as Microsoft Teams and soft skills trainings to ensure effective community virtually	Maintaining the organizational culture, helping employees speak up when required, addressing concerns (being available for users to approach virtually on private/confidential matters), upskilling users in an online classroom setting, managing burnout/stress/working hours	Support via a call center (external company), medical insurance coverage for mental health consultations and counseling, financial advisors. Company sent all employees masks, gloves, sanitizer via a courier service and ensures all users have completed a mandatory online COVID-19 course.
day to day communication rate/flow was extremely high	they successfully integrated and enrolled well.	managing hybrid workforce, addressing employee mental health and burnout	management appreciation of efforts spent by the team
Business stability and flow of revenue	Adjusting compensation	Improving technology options	Awareness and practical solutions
Communication adjustments	Very low	Personal interaction	Equipment and resources
Letting people be able to work at their homes, hoping everybody is doing their parts.	I don't know.	Everybody working from different spaces. Controlling and checking up their work.	Not much. Only thing is that we can work from home and that protects us. In future, companies can invest in ways to ensure everyone can work remotely and do not need an office expense.
Work/life balance. Also, my industry took it the hardest and I had to leave the tourism industry	Invested in new tools to support the employees and also all training was on Zoom.	Employees can be distracted. Addressing problems directly and immediately. Maintaining culture of the company	Training of symptoms as well as have PPE I have been the office and rather those not needed in the office to work from home
Organisational structure, performance, employee succession plans, employee mental health, unhealthy presentism	Just over satisfactory. Could have made processes easier for teams to connect. Lack of corporation between departments have led to	Employee mental health, career progression and development, burnout	Private insurance. That's it. IMO- stricter guidelines enforced by conference authorities for curfews & quarantines.

	overstacked applications and data redundancy		
Day to day operations. Lack of travel As a self-employed, covid was a big impact on my company because my job is to photoshoot people. I was already working from home, so working remotely didn't affect me, but the possibility of growing my business. I've pivoted, and now I'm in product photography.	Fast adoption Learning new skills to create new products and businesses, adapting them to the market with new ideas and diverse processes.	Maintenance of employee efficiency Does not apply to my situation	Non Therapy
Business stability and employee stress	No adoption whatsoever	Going from classrooms to virtual classrooms with young children	Family support in different countries
To keep the Mental health of employees	New tools to improve the virtual meeting, and also the training Offering new upskilling options for employees to develop new skills, enterprise-wide cost reduction initiatives	Maintain the mental health of employees to keep motivated and productive while working from home Maintaining organizational culture, addressing employee mental health and burnout, addressing physical safety on site	Provide vaccinated at work, easy Working hours Hygiene kits regularly supplied by the company and psychological support
Work/Life Balance, business travel The adjustment to working remotely which impacted work/life balance and also operationally a lot of delays in supplying customers on time due to restrictions and fair share allocations. Difficulty onboard getting new talent and increased working hours which resulted in increased stress levels	Investing in new technology like. Teams, works great within our organization not only for meetings but sharing and saving important documents for critical projects. New tech tools to ensure business as usual	addressing employee mental health and burnout Addressing mental health and burnout	BD offers support through a 3rd Party and family is also another support system I rely on Therapy
Adjusting to work from home Old people directing it thought younger people week not be able to work at home, but we did.in my area we had difficulties with stocking in some products	Advanced as we were already into WFH before HR in my company is useless...no new technology so everyone developed creative alternatives to keep going	Resource management like attendance and adherence In our company HR mostly pays salaries. Our manager arranged weekly meetings for the follow up of our team. Over a WhatsApp with my team &use it daily	Regular sanitation and on-site vaccination Non specific

We moved country just prior to the first lockdown so my business didn't really have time to get a name out there.	N/A	N/A	Via work, nothing really
Reliable Internet connectivity	Instant adoption. Embraced technology.	Misunderstanding the complexity of a hybrid workforce and ensuring mental health solutions offered are actually used by staff who really needs is. Inability to fully understand the home situation for each of the employees, i.e., domestic abuse etc.	Councilors available. Online tracking software which monitors your moods over periods of time.
Disputing my technicians to remote sites proved difficult.	None were implemented.	N/a	We have a complete portal dedicated to facts and support.
Remote working - the system couldn't handle so many people working from home. Employee stress, day to day operations and just about every challenge was experienced.	Rather quickly they managed to fix the system to allow WFH and instated Microsoft Teams.	Maintaining culture, addressing employee mental health and burnout as well as upskilling.	My company offers an employee assistance program.
New employees and isolation	My company invested in ICAS, an employee wellness programme	The culture is a big problem at the moment	ICAS and a weekly doctor visit if needed
Business stability and employee stress	We're often working remotely so not a lot of required upskilling for my department	Burnout. Onsite safety. Work life balance. Mental health	Nothing obvious. Simply banding together as a community and looking out for each other.
Day to day operations, and adapting to a work from home environment	None - the tools were already available due to having offices globally	Safety and performance monitoring in a disrupted working environment	Government enabled contact facilities. Personal relationships and virtual social interactions
Work/life balance and employee stress	Already using virtual teams. Did adjust compensation	Addressing employee mental health and addressing physical safety	Non specific. Health care professionals.
Work life balance and ownership amongst all team members	Our HR was very hands on, and we immediately received information sessions and online learning courses	Managing employee mental health and burnout	Our company arranges session with our company doctor to offer employees the guidance of a professional to answer questions

Source: Author

Table 57: Impact of perceptions on the remote working and reliability or productivity - Interview Raw Data

Question 9: How you perceive life during the COVID-19 pandemic?	Question 10: What are the consequences of the COVID-19 lockdown and social isolation on you and your family?	Question 11: What are measures put in place by your company during this COVID-19 pandemic to ensure high performance among the workers operating remotely?	Question 12: What do you think about virtual team experience; would you recommend continuing beyond the COVID-19 pandemic?
Affected daily routine as gyms are closed and group fitness activities/races have stopped. Affected daily routine as working hours are longer and work-life balance is more challenging when working and relaxing in the same environment.	Short temperament due to stress, financial loss (partner lost their job) and increased time spent within close proximity to partner resulted in increased conflict. Yes, I feel the need for mental health programs. It is more crucial now more than ever due to the virtual/hybrid nature of work and learning how to deal with stress and how to switch off/relax properly at home.	Weekly video team meetings; annual performance reviews changed to be quarterly reviews, performance review ratings changed to be team working focused score ensure of high communication flow	Working with a team virtually is overcome by using video functionality on calls. It reduces the risk of exposure to the virus and saves the company money from not having to pay high office property rental prices which could be used to incentivize employees.
daily routine and maintaining mental health	mentally stressed, jobs are in risk... Mental health programs are not helping much	is in place to keep all team members aligned and on same page	Real life, face to face meetings are more interactive and not boring.
Slow paced	Stressful Isolation was hard, staying by myself. Not being able to see my family.	Daily check in through Zoom meetings	No
Less work socializing	A lot of family members are now struggling with anxiety issues.	Timesheets	Personally, I would recommend it.
Working, trying to exercise now and again... getting outside for fresh air...	A lot of family members are now struggling with anxiety issues.	At our company, measures are only sanitizing spots coming in and mask compulsory. The rest stayed the same...	I think it is a good idea to keep doing it.

Working from home. Had to change jobs.	Financial loss and job impact. I think no one can prepare you for your stress and anxiety. Companies should be more ready about lockdown and financial hit that they might get as they can loss employees as their salaries get cut.	Calls are logged. All work is logged	Yes
Adapted and perfectly assimilated to normal	Initially challenging. Physical Isolation brought out more social connectedness among peers, family.	Subjective. Depends.	Not as it is. Unhealthy levels of presentism
Become the new normal	Stress over safety of the elderly	Non	Non
It's all about acceptance, to have quick positive results.	We are humans, and we underestimate the fact that we need to take care of our mental health. Understanding how to deal with anxiety and stress will make a huge impact.	I'm self-employed. There are no employees more than me.	Definitely
It has affected our daily lives and routines.	There was no support from government or school to deal with mental health of employees going through the pandemic	None	I do agree with normal meetings going virtual, but classes aren't sustainable
It's a challenging mentally and also physically, especially you have to work from home and isolation	Stress and of course affect my mental health	Improve the frequency of virtual meetings with line managers and team	Yes, definitely...it's very effective

One of the biggest steps in evolution in the digital age, challenges	Humans are social creatures, and we were under stress as we stayed at home and unhappy. Sure, we need mental health programs and started to meditate.	Gifts given to the entire TR team to increase our motivation, masks and hygiene kits sent regularly. Thanks to ICAS program, our productivity increased during pandemic.	I absolutely support the team. I am sure they will offer even better experiences.
Very difficult especially during surges in covid-19 cases. not being able to enjoy the previously "normal" daily activities like contact sports and adventure trails with family and friends.	mental health programs during these times is very important, everyone is different, but everyone will not be able to cope on their own, by joining mental health programs this can help a lot of people who are suffering from stress, anxiety, and fear to better cope with these type of issues	being able to work flexibly in terms of not having to constantly be in front of your laptop as a lot of parents have kids at home as well that need attention. however, each associate knows that with the freedom comes responsibility and accountability and we all understand that goals need to be met so, we all ensure that tasks are still attended to within the TAT's set for us	I definitely would continue with this practice beyond Covid-19, it hasn't affected performance as much as I thought it would. it also allows for associates to have more energy during the day for longer periods as to first commuting in traffic and by the time you get to work you need to freshen up. I find that I personally am more productive and can start my days earlier depending on the task at hand for the day ahead.
Working longer hours and spending less time being active	Financial loss and stress	Increased meetings to check in on workload and roadblocks	Yes, it always you to interact and work with people in different geographic locations you normally wouldn't have worked with
WFH adjustment	Not required	Daily huddle	Yes, it a new normal now.
No more social life as it was...good for saving, bad for relations	Stress & temperament for me...sadness for others also	Twice a year trying to reach inflation by increasing salaries, but still not enough...	It is good in some ways, not enough in others...solving problems is hard sometimes
Didn't change my daily routine much but made moving to a new country very hard, especially not being able to see family.	I think we handle it fine. Just had ourselves to deal with and a new baby.	N/A	N/A

<p>No major challenges, only working longer hours and with electronic mediums now accessible by entire organization, I am disturbed a lot more with calls as it is so much easier than checking to see if I am at my desk when we used to work from the office.</p>	<p>High frustration levels where the internet connection keeps dropping when having team meetings with my staff. Not everyone in my team has access to fast internet. I personally do not use any of the mental assistance programs, but my staff finds it invaluable as they have someone to listen to them.</p>	<p>Monitoring software, daily meetings. Constant communication, diarizing project implementation deadlines on calendars.</p>	<p>Yes, where all staff have fast internet and no power interruptions</p>
<p>Very frustrating, sad, and lonely at times.</p>	<p>We have had a baby during cv19 pandemic, and our family was not allowed to meet her...she is nearly 1 years old and does not know her grandparents</p>	<p>Stricter on procedures and loads of team meetings.</p>	<p>I work for a global company, so it's always been a part of my daily routine.</p>
<p>Very different. Definitely changes in daily routine and WFH. Lack of social interaction was not so great.</p>	<p>Mental health and stress were the biggest. Yes, those programmes would be beneficial!</p>	<p>Lots of advice and articles. Regular team catch ups. WFH advice. Thankfully there was a lot of emphasis on health and well-being.</p>	<p>Definitely positive and something to continue. It offers great flexibility and the option to work from home occasionally.</p>
<p>Mundane, every day is the same</p>	<p>No, I don't feel the need but there have been financial struggles that have forced us to down scale</p>	<p>Basically, just trust and performance management</p>	<p>Yes, it has been a good experience</p>
<p>I have found working from home to be easier than working from the office. Work is done faster which means I have more personal time.</p>	<p>I personally don't feel the need for that as I'm coping quite well. But I would definitely encourage counselling and reaching out as stress and mental health have been greatly impacted</p>	<p>Continuing to pay our full salaries, and daily check ins.</p>	<p>I think they work well. More important meetings can be face to face. But day to day virtual meetings is my preferred choice.</p>

Major disruption in the work environment, freedom of movement and having to be meticulous about hygiene	Mental health, family disputes. Yes, those programmes are required	It feels like micro management, but more collaboration with management	Yes, it has enabled more flexibility as well as higher productivity
Routine did change and managing working from home	Financial loss and added stress	Deadline driven work. Regular check in with staff	Yes, some meetings are more efficient. The human element is still very important.
It had been a challenge and not easy to manage work life balance and human interaction is missing.	Yes, I feel the need to do stress relief courses	Our company sent employees care packages and ensure to check in with employees	It is working however I would recommend returning to office for a few days a week for interaction

Source: Author

Table 58: Impact of these perceptions and attitude on the retention of participants - Interview Raw Data

Question 13: Do you feel that working from home has increased your job satisfaction and satisfaction with the company?	Question 14: Do you think your company is effective at handling conflict resolution in virtual teams? If no, what are the major challenges that are being faced?	Question 15: If required to return to the office, or participate in a physical event/meeting, what are the COVID-19 measures required by your company?
Working from home has increased my job satisfaction as it has allowed me to focus on my core tasks and manage my time more efficiently and accordance to my preference. I have also saved time and money with reduced travel/time in traffic.	Allowing employees to relocate, continue to work from home (offices closed by choice)	PCR results, no symptoms, masks, and sanitizer for small gatherings. Large company events not yet allowed
not at all, it impacts negatively when you work remotely and virtually	yes	regular PCR on weekend to ensure all attendees are negative, wearing mask during meetings.
It helped. There were other areas that was taken cared of personally by having more family time	Effective	Vaccine and PCR test
No	We are going back to the office as soon as the pandemic is over.	Complete checklist for symptoms and record temperature
Yes and no. In some ways its better in other ways no.	Yes, if the correct protocol is followed and communicated to your workers.	Sanitizing by entry and masks are compulsory.
Yes, it has reduced travel costs and also time spend traveling. Also give more time at home with family	Yes	Nothing like this has been scheduled
No	No	PCRs, Self-screening, social distancing, covid knowledge check
No	No. Company will require offices to reopen to be effective again	Already back in office. Very few measures. PCR test required if showing any symptoms and PCR tests for any person in contact.
I was already working from home, but in my surrounding, as clients, family, and friends, they were much happier.	I'm Always investing in new digital tools and teaching my clients to work with them too.	Vaccine Pass is an option.
It has been very difficult to connect with my students online, so this is frustrating instead of satisfying	No. Schools still want us at location	We need to all be vaccinated

Not really, I prefer working in the office, I feel more productive working in the office	My company is fine, I'm happy how they handle this particular point	PPE, temperature check, Divide the team to maintain social distance, regular cleaning and disinfecting the area, good reporting system for any Covid 19 cases, vaccinations
Not being able to talk face to face with our teammates and managers is bad. Apart from this, not wasting time in traffic and the comfort of the home environment increase working performance.	BD managed this process very well. We will be at the office on certain days of the week after the pandemic. BD should provide us with comfortable chairs, tables and monitors to improve the working environment at home.	Limited number of people and distance meetings
for me personally yes it has increased my job satisfaction to an extent and very satisfied with the company, however, there are times I feel that i need to be in the office to attend to other task as I feel I would be able to complete what is needed in a quicker time frame.	I feel that the company is effective however, there are times where certain issues take a bit longer then desired to complete or to even start on from an HR perspective, there might be a number of reasons why this is the case, but everyone is understanding. but i must say that in terms of addressing urgent issues these are focused on immediately.	negative PCR test result, contact tracing, from the associates side.
Yes, it has made me more committed due to the level of support from the company	Yes	Require contact tracing documents to be filled out and for you to not have any covid symptoms
Yes	Yes	No such requirement. Just wearing mask on site and social distancing
It helps to organize my own work cause people have to wait for an answer...I used to have people making a line waiting for me to help at the office	Company continued to grow even with COVID but with no IT real help to support	We have a very good protocol; we assist already once a month at least...still people not vaccinated but company offers a car to avoid public transport
N/A	N/A	N/A

No, definitely not. Realized how much money the company is saving by not having the workforce in the office, i.e., saving on coffee, social functions and food, electricity savings due to no air conditioners being used, but not passing that savings on to staff to assist with data for work.	Much more effective. Handling conflict resolutions by having people face each other from a distance assist in preventing the feeling of being attacked when someone invades personal space in a confined HR office/boardroom. Hybrid work plans have been drawn up to categorize workers who must be present in office for a couple of days per week, based on being vaccinated or not, distance between desks, exposure to public transport etc.	Fully vaccinated. Standard measures currently in place, i.e., wearing masks, own cups, no aircon, no central water coolers.
I find myself working longer hours, but I do enjoy the simplicity of working from home.	We are all to return to the office after the pandemic.	We are required to go in 2 to 3 times a week. We have to fill out an attendance register, 2m rule from other employees, 1 employee allowed in the bathroom at a time (card notification system in place)
Yes	Unsure really. But they are/ have invested in new tools for remote working. You can also pick up office supplies to make WFH easier (e.g., additional screens).	Contract tracing (our country has a standard app), signing in at the office, maintain social distancing. We are definitely back to normal compared to other countries, but I think the long-term mental health effects will be ongoing.
Yes, I'm more productive	Yes, they are effective	Wearing a mask, COVID questionnaire, taking temperature and sanitizing hands
Easier to finish work without distractions and disturbance. Happier working overtime from home.	Not necessarily. But that goes both for virtual and other.	Negative PCR test. Daily temperature checks. Sanitizers at every entrance.
Not really. At the end of the day, we are still pushed to achieve our objectives	No, as procedures and processes designed to help a virtual workplace aren't adhered to	Mask wearing at all times, distance between meeting participants, adequate ventilation and PPE needs to be provided
Not specific impact	I think very good. The relevant personal is called in and problems addressed	Social distance, masked, regular sanitization
No not at all. I would prefer going to the office.	Company is investing to ensure everyone is able to work from home.	We need to wear a mask at all times and fill in a survey before entering the office, where temperatures are measured. Social distancing is observer at all times

Source: Author

Appendix H Raw Data – Survey Questionnaire

Table 59: Basic Information/Demographics - Survey Raw Data

<i>Respondent ID</i>	What is your main organizational function (business division)?	In which country are you personally located?	In which industry does your organization fall?	What is the approximate total number of employees that your organization has?	Please indicate your gender:	Please indicate your age:
12845980173	Other (please specify)	SPAIN	Education	1,000 - 4,999	Female	39-56
12845978353	Supply Chain	LITHUANIA	Healthcare	1,000 - 4,999	Female	39-56
12845916238	Operations	BANGLADESH	Education	1,000 - 4,999	Female	39-56
12845891571	Operations	DENMARK	Education	1,000 - 4,999	Female	21-38
12845886141	Operations	LUXEMBOURG	Construction	1-49	Female	21-38
12845885612	Other (please specify)	UNITED KINGDOM (UK)*	Construction	1-49	Male	57-65
12845884781	Operations	SPAIN	Healthcare	5,000 or more	Female	39-56
12845884697	Marketing	SAUDI ARABIA	Automobile	50 – 999	Female	39-56
12845882843	Operations	CYPRUS	Healthcare	5,000 or more	Male	21-38
12845882714	Operations	SAINT LUCIA	Entertainment & Media	50 – 999	Female	21-38
12845880798	Operations	CHINA	Iron & Steel	1,000 - 4,999	Female	21-38
12845880138	Other (please specify)	BAHRAIN	Food & Beverages	50 – 999	Female	21-38
12845880120	Operations	INDONESIA	Transportation	50 – 999	Female	39-56
12845877278	Legal	OMAN	Other (please specify)	50 – 999	Female	21-38
12845876513	Support Services (Administrative)	NAMIBIA	Agriculture	1-49	Female	21-38
12845876245	Other (please specify)	SLOVENIA	Other (please specify)	5,000 or more	Female	39-56
12845875213	Support Services (Administrative)	AUSTRIA	Healthcare	1-49	Female	21-38
12845873977	Support Services (Administrative)	MEXICO	Education	1-49	Female	21-38
12845873791	Operations	SEYCHELLES	Finance & Insurance	1,000 - 4,999	Female	21-38
12845873327	R&D	GREECE	Agriculture	5,000 or more	Female	21-38

12845872647	HR	LITHUANIA	Healthcare	50 – 999	Female	39-56
12845872493	IT	AUSTRALIA	IT & ITES	5,000 or more	Female	39-56
12845872100	R&D	GERMANY	Education	5,000 or more	Female	21-38
12845871659	Supply Chain	JORDAN	Other (please specify)	1-49	Female	21-38
12845871157	Other (please specify)	ZIMBABWE	Other (please specify)	1-49	Female	39-56
12845870861	R&D	CUBA	Telecommunication	50 – 999	Female	39-56
12845870860	Other (please specify)	NAMIBIA	Education	1,000 - 4,999	Female	21-38
12845870859	Operations	UNITED STATES OF AMERICA (USA)	Food & Beverages	5,000 or more	Female	21-38
12845870679	Other (please specify)	OMAN	Healthcare	1-49	Female	39-56
12845870053	Finance	TUNISIA	Finance & Insurance	50 – 999	Female	21-38
12845869875	Finance	CHINA	Food & Beverages	50 – 999	Female	21-38
12845868742	Finance	ROMANIA	Food & Beverages	50 – 999	Female	21-38
12845868498	Finance	SPAIN	Finance & Insurance	50 – 999	Female	39-56
12845867771	Sales	CYPRUS	Food & Beverages	1,000 - 4,999	Female	21-38
12845867751	Finance	CHILE	Iron & Steel	1,000 - 4,999	Female	39-56
12845867406	Sales	LATVIA	Other (please specify)	1,000 - 4,999	Female	21-38
12845867347	Support Services (Administrative)	VIETNAM	Entertainment & Media	50 – 999	Female	21-38
12845866972	Regulatory	INDONESIA	Transportation	1,000 - 4,999	Female	39-56
12845866417	Marketing	MALAYSIA	Healthcare	50 – 999	Female	21-38
12845866261	Sales	CYPRUS	Food & Beverages	1-49	Female	21-38
12845865741	Regulatory	SIERRA LEONE	Hospitality	50 – 999	Female	21-38
12845865679	Operations	JAPAN	Hospitality	1-49	Female	21-38
12845865446	Support Services (Administrative)	SENEGAL	Entertainment & Media	1-49	Female	21-38
12845865233	Operations	MEXICO	Transportation	5,000 or more	Female	21-38
12845864928	Finance	ZIMBABWE	Finance & Insurance	1,000 - 4,999	Female	39-56
12845864045	Marketing	SIERRA LEONE	Food & Beverages	1,000 - 4,999	Female	21-38
12845862992	Other (please specify)	PHILIPPINES	Healthcare	50 – 999	Female	39-56
12845861219	Supply Chain	ISRAEL	Food & Beverages	1,000 - 4,999	Female	21-38
12845860213	Quality	BULGARIA	Food & Beverages	1-49	Female	39-56
12845854455	Support Services (Administrative)	CHILE	Agriculture	5,000 or more	Female	21-38

12845847996	Sales	ZAMBIA	Electronic	5,000 or more	Female	21-38
12845845757	IT	PERU	IT & ITES	5,000 or more	Female	39-56
12845822515	Operations	EGYPT	Healthcare	1-49	Female	39-56
12845819894	Other (please specify)	ESTONIA	Education	50 – 999	Female	21-38
12845816949	Other (please specify)	SRI LANKA	Healthcare	50 – 999	Female	39-56
12845814794	Finance	THAILAND	Finance & Insurance	1,000 - 4,999	Female	39-56
12845810418	Finance	UNITED STATES OF AMERICA (USA)	Banking	1-49	Female	21-38
12845806526	Other (please specify)	GEORGIA	Education	1,000 - 4,999	Male	21-38
12845801462	Operations	NETHERLANDS	Finance & Insurance	50 – 999	Female	21-38
12845800249	Support Services (Administrative)	NETHERLANDS	Other (please specify)	1-49	Female	21-38
12845798999	Operations	SÃO TOMÉ & PRÍNCIPE	Transportation	50 – 999	Male	21-38
12845798836	Operations	EGYPT	Transportation	5,000 or more	Male	39-56
12845798582	Other (please specify)	GHANA	Other (please specify)	1,000 - 4,999	Male	39-56
12845798103	Other (please specify)	UNITED STATES OF AMERICA (USA)	Other (please specify)	1-49	Male	21-38
12845797164	Supply Chain	TRINIDAD & TOBAGO	Transportation	5,000 or more	Male	21-38
12845796216	IT	ROMANIA	Healthcare	1,000 - 4,999	Male	21-38
12845795179	IT	GEORGIA	Other (please specify)	5,000 or more	Male	21-38
12845794915	Quality	SURINAME	Construction	5,000 or more	Male	21-38
12845794720	Operations	VIETNAM	Other (please specify)	5,000 or more	Male	21-38
12845793929	Sales	TRINIDAD & TOBAGO	Construction	50 – 999	Male	21-38
12845793684	Operations	BOLIVIA	Finance & Insurance	1,000 - 4,999	Female	39-56
12845793590	HR	FINLAND	Other (please specify)	5,000 or more	Male	21-38
12845793565	Operations	EGYPT	Entertainment & Media	50 – 999	Female	39-56
12845793522	IT	LEBANON	IT & ITES	50 – 999	Male	39-56
12845793000	Operations	ERITREA	Chemical	50 – 999	Male	21-38
12845792765	Marketing	SENEGAL	Entertainment & Media	5,000 or more	Male	21-38
12845792523	Finance	PANAMA	Healthcare	1,000 - 4,999	Male	21-38
12845792400	IT	BOTSWANA	IT & ITES	5,000 or more	Male	21-38

12845792291	Finance	UGANDA	Banking	1,000 - 4,999	Male	21-38
12845792155	Supply Chain	GEORGIA	Construction	50 – 999	Male	21-38
12845791988	Finance	DENMARK	Finance & Insurance	1-49	Male	21-38
12845791309	Operations	SIERRA LEONE	Oil & Gas	1,000 - 4,999	Male	39-56
12845791142	Supply Chain	PORTUGAL	Transportation	1-49	Male	39-56
12845791082	IT	TUNISIA	Education	1-49	Male	21-38
12845790361	Sales	GEORGIA	Hospitality	1,000 - 4,999	Male	21-38
12845790291	IT	NORWAY	IT & ITES	50 – 999	Male	21-38
12845789791	Support Services (Administrative)	JAMAICA	Chemical	1,000 - 4,999	Female	39-56
12845789045	Support Services (Administrative)	TURKEY	Food & Beverages	50 – 999	Male	21-38
12845788463	Finance	GERMANY	Finance & Insurance	1,000 - 4,999	Male	21-38
12845788372	IT	KUWAIT	IT & ITES	50 – 999	Male	21-38
12845786151	Operations	SAMOA	Healthcare	1-49	Male	39-56
12845785761	Operations	ROMANIA	Other (please specify)	50 – 999	Male	21-38
12845785623	IT	CANADA	IT & ITES	1,000 - 4,999	Male	21-38
12845781405	Quality	TURKEY	Healthcare	50 – 999	Male	39-56
12845779118	IT	UNITED KINGDOM (UK)*	Healthcare	5,000 or more	Male	21-38
12845778397	HR	PHILIPPINES	Healthcare	1,000 - 4,999	Female	21-38
12845766865	IT	SLOVAKIA	IT & ITES	50 – 999	Male	21-38
12845764765	Manufacturing	NIGERIA	Food & Beverages	50 – 999	Female	39-56
12845759255	Sales	LATVIA	Other (please specify)	1,000 - 4,999	Male	21-38
12845755978	R&D	AUSTRIA	Construction	1,000 - 4,999	Male	21-38
12845753973	Legal	UNITED KINGDOM (UK)*	Iron & Steel	1-49	Male	21-38
12845753922	Quality	NIGERIA	Healthcare	1,000 - 4,999	Female	21-38
12845750562	Other (please specify)	KUWAIT	Other (please specify)	50 – 999	Female	39-56
12845748981	Sales	LATVIA	Agriculture	50 – 999	Female	39-56
12845732972	IT	PARAGUAY	Hospitality	50 – 999	Male	21-38
12845731891	Sales	GEORGIA	Education	1-49	Female	39-56
12845719973	IT	THAILAND	IT & ITES	1-49	Male	21-38

12845713529	Support Services (Administrative)	UNITED ARAB EMIRATES (UAE)	Finance & Insurance	50 – 999	Female	39-56
12845710877	Support Services (Administrative)	BOLIVIA	Hospitality	1-49	Male	21-38
12845710771	Operations	UNITED STATES OF AMERICA (USA)	Finance & Insurance	1,000 - 4,999	Female	21-38
12845705238	Operations	UNITED ARAB EMIRATES (UAE)	Education	1,000 - 4,999	Male	39-56
12845678208	Operations	BOTSWANA	Healthcare	1,000 - 4,999	Female	39-56
12845671088	Marketing	SAN MARINO	Other (please specify)	5,000 or more	Male	39-56
12845664312	Other (please specify)	SRI LANKA	Education	1,000 - 4,999	Male	21-38
12845662488	Operations	SWEDEN	Construction	5,000 or more	Male	21-38
12845658175	Regulatory	PHILIPPINES	Other (please specify)	50 – 999	Female	57-65
12845650033	IT	PAPUA NEW GUINEA	Healthcare	5,000 or more	Female	21-38
12845645500	Quality	URUGUAY	Food & Beverages	1-49	Female	21-38
12845644642	Manufacturing	AUSTRALIA	Electronic	50 – 999	Male	39-56
12845635986	Other (please specify)	ESTONIA	Healthcare	5,000 or more	Female	39-56
12845631174	Other (please specify)	PORTUGAL	Finance & Insurance	5,000 or more	Female	39-56
12845627101	Other (please specify)	SPAIN	Healthcare	50 – 999	Male	21-38
12845621658	Other (please specify)	SINGAPORE	Other (please specify)	5,000 or more	Male	39-56
12845618668	Manufacturing	KYRGYZSTAN	Telecommunication	5,000 or more	Male	39-56
12845608952	Other (please specify)	CROATIA	Other (please specify)	1-49	Female	21-38
12845608556	R&D	SÃO TOMÉ & PRÍNCIPE	Entertainment & Media	50 – 999	Male	21-38
12845597300	IT	UKRAINE	Entertainment & Media	1-49	Male	39-56
12845596746	Quality	NEW ZEALAND	Healthcare	50 – 999	Female	21-38
12845594913	Other (please specify)	LATVIA	Education	1-49	Male	21-38
12845586109	Marketing	ISRAEL	Transportation	1,000 - 4,999	Male	39-56
12845586035	IT	LEBANON	IT & ITES	50 – 999	Male	21-38
12845578643	Operations	SPAIN	Food & Beverages	1,000 - 4,999	Male	39-56
12845574864	Marketing	UNITED KINGDOM (UK)*	Other (please specify)	1-49	Female	39-56
12845568248	Other (please specify)	SAINT LUCIA	Education	50 – 999	Male	21-38

12845562648	Other (please specify)	ZIMBABWE	Other (please specify)	50 – 999	Female	39-56
12845560522	Other (please specify)	UGANDA	Education	50 – 999	Female	21-38
12845557747	R&D	MALAYSIA	Entertainment & Media	1-49	Female	21-38
12845553676	Operations	UNITED KINGDOM (UK)*	Healthcare	1-49	Male	21-38
12845553269	Other (please specify)	PERU	Education	50 – 999	Male	39-56
12845544161	Supply Chain	SWITZERLAND	Other (please specify)	1-49	Male	39-56
12845543062	Marketing	PARAGUAY	Education	1-49	Female	39-56
12845540209	IT	AUSTRIA	Banking	50 – 999	Male	39-56
12845522821	IT	UNITED STATES OF AMERICA (USA)	IT & ITES	50 – 999	Male	21-38
12845522272	Support Services (Administrative)	BOLIVIA	Finance & Insurance	50 – 999	Male	21-38
12845519889	Legal	ARGENTINA	Healthcare	1-49	Male	21-38
12845519598	Operations	SWITZERLAND	Other (please specify)	50 – 999	Male	57-65
12845511454	Manufacturing	KENYA	Textile	5,000 or more	Male	39-56
12845497510	Finance	POLAND	Finance & Insurance	1-49	Female	57-65
12845492040	Operations	TANZANIA	Transportation	50 – 999	Male	57-65
12845490566	Finance	JAMAICA	Iron & Steel	1,000 - 4,999	Female	21-38
12845489220	Other (please specify)	MAURITIUS	Telecommunication	5,000 or more	Male	39-56
12845482448	Finance	URUGUAY	Finance & Insurance	1,000 - 4,999	Male	21-38
12845478440	Supply Chain	PERU	Transportation	1-49	Male	39-56
12845477476	Sales	ITALY	Construction	1-49	Female	21-38
12845468714	IT	BANGLADESH	IT & ITES	50 – 999	Female	21-38
12845454470	Sales	QATAR	IT & ITES	50 – 999	Female	21-38
12845450861	Manufacturing	SÃO TOMÉ & PRÍNCIPE	Hospitality	50 – 999	Male	39-56
12845447325	Quality	URUGUAY	Entertainment & Media	50 – 999	Male	57-65
12845440938	Other (please specify)	SÃO TOMÉ & PRÍNCIPE	Education	50 – 999	Female	39-56
12845438959	Quality	LATVIA	Iron & Steel	50 – 999	Male	39-56
12845437338	Operations	FINLAND	Other (please specify)	50 – 999	Female	21-38
12845437254	Other (please specify)	UZBEKISTAN	Education	5,000 or more	Male	39-56
12845435714	Operations	PHILIPPINES	Healthcare	1-49	Female	21-38

12845433246	Operations	KYRGYZSTAN	Healthcare	50 – 999	Female	39-56
12845432218	Supply Chain	QATAR	Other (please specify)	50 – 999	Female	39-56
12845429204	Finance	SLOVENIA	Finance & Insurance	1,000 - 4,999	Female	39-56
12845428526	Other (please specify)	MEXICO	Hospitality	50 – 999	Female	21-38
12845424870	Support Services (Administrative)	ERITREA	Other (please specify)	1-49	Female	39-56
12845424511	Support Services (Administrative)	KENYA	Finance & Insurance	5,000 or more	Female	57-65
12845417201	Other (please specify)	BOTSWANA	Healthcare	5,000 or more	Female	39-56
12845411977	Support Services (Administrative)	INDIA	Food & Beverages	1,000 - 4,999	Female	21-38
12845411745	Support Services (Administrative)	ESTONIA	Telecommunication	5,000 or more	Female	39-56
12845410221	Supply Chain	SLOVAKIA	Healthcare	50 – 999	Female	21-38
12845408879	Support Services (Administrative)	GEORGIA	Healthcare	1,000 - 4,999	Female	39-56
12845404081	Support Services (Administrative)	ROMANIA	Other (please specify)	1-49	Female	21-38
12845398548	Finance	VIETNAM	Healthcare	1-49	Male	21-38
12845386548	Sales	TANZANIA	Food & Beverages	50 – 999	Male	21-38
12845385952	Finance	OMAN	Healthcare	5,000 or more	Male	39-56
12845381663	Manufacturing	FRANCE	Other (please specify)	1,000 - 4,999	Male	39-56
12845381013	Operations	SAN MARINO	Construction	1-49	Male	57-65
12845380510	Sales	SAINT LUCIA	Other (please specify)	1,000 - 4,999	Male	21-38
12845378831	Operations	THAILAND	Healthcare	5,000 or more	Male	57-65
12845377462	R&D	SLOVENIA	Other (please specify)	5,000 or more	Male	57-65
12845363981	Quality	LUXEMBOURG	Food & Beverages	1,000 - 4,999	Female	21-38
12845360519	Other (please specify)	SENEGAL	Education	1,000 - 4,999	Female	39-56
12845357557	Procurement	UGANDA	Food & Beverages	5,000 or more	Female	21-38
12845356071	IT	URUGUAY	Healthcare	5,000 or more	Male	21-38
12845350675	IT	ERITREA	Healthcare	50 – 999	Male	21-38
12845342843	Legal	SRI LANKA	Other (please specify)	50 – 999	Female	39-56
12845336483	Marketing	SURINAME	Healthcare	50 – 999	Female	57-65
12845334774	Supply Chain	SPAIN	Other (please specify)	5,000 or more	Female	57-65

12845334706	Support Services (Administrative)	SEYCHELLES	Hospitality	1,000 - 4,999	Female	39-56
12845330384	Sales	BULGARIA	Other (please specify)	5,000 or more	Male	39-56
12845330373	Operations	SEYCHELLES	Finance & Insurance	5,000 or more	Male	21-38
12845330149	Other (please specify)	BULGARIA	Education	5,000 or more	Female	57-65
12845327086	Support Services (Administrative)	FINLAND	IT & ITES	1,000 - 4,999	Male	39-56
12845320505	Operations	KUWAIT	Healthcare	5,000 or more	Male	21-38
12845315808	Other (please specify)	BULGARIA	Healthcare	50 – 999	Female	57-65
12845310295	Operations	KYRGYZSTAN	Healthcare	50 – 999	Male	39-56
12845307297	Finance	UNITED STATES OF AMERICA (USA)	Hospitality	50 – 999	Female	39-56
12845293766	IT	GRENADA	Other (please specify)	1,000 - 4,999	Male	39-56
12845289630	Manufacturing	MOLDOVA	Other (please specify)	1,000 - 4,999	Male	21-38
12845288860	Other (please specify)	INDONESIA	Other (please specify)	5,000 or more	Male	21-38
12845288645	IT	VATICAN CITY (Holy See)	Transportation	1,000 - 4,999	Male	39-56
12845288084	Other (please specify)	GERMANY	Education	50 – 999	Female	39-56
12845288036	IT	ARGENTINA	IT & ITES	5,000 or more	Male	21-38
12845268211	IT	QATAR	IT & ITES	50 – 999	Male	39-56
12845266553	Operations	SWITZERLAND	Other (please specify)	1-49	Male	39-56
12845264600	Operations	PARAGUAY	Food & Beverages	1-49	Male	39-56
12845261910	Legal	SERBIA	Real Estate	5,000 or more	Female	39-56
12845250663	Operations	VANUATU	IT & ITES	5,000 or more	Male	21-38
12845243311	HR	JORDAN	Healthcare	1-49	Female	39-56
12845239474	Support Services (Administrative)	GRENADA	Finance & Insurance	5,000 or more	Male	21-38
12845237696	Other (please specify)	ISRAEL	Finance & Insurance	1-49	Male	39-56
12845237006	Finance	UNITED STATES OF AMERICA (USA)	Finance & Insurance	50 – 999	Female	39-56
12845236076	Marketing	SÃO TOMÉ & PRÍNCIPE	Hospitality	50 – 999	Female	21-38
12845235329	Finance	MEXICO	Finance & Insurance	5,000 or more	Male	57-65
12845232067	Other (please specify)	OMAN	Other (please specify)	1-49	Male	57-65

12845217876	Operations	OMAN	Construction	5,000 or more	Male	21-38
12845217344	R&D	UNITED ARAB EMIRATES (UAE)	Oil & Gas	5,000 or more	Male	21-38
12845214585	Legal	KENYA	Finance & Insurance	5,000 or more	Female	21-38
12845214429	Sales	VANUATU	Telecommunication	5,000 or more	Male	21-38
12845211131	Regulatory	UNITED KINGDOM (UK)*	Healthcare	50 – 999	Male	21-38
12845208187	Other (please specify)	BOTSWANA	Education	50 – 999	Female	39-56
12845203725	Legal	LEBANON	Other (please specify)	1-49	Male	39-56
12845203577	Operations	TANZANIA	Entertainment & Media	50 – 999	Male	21-38
12845203332	Marketing	SÃO TOMÉ & PRÍNCIPE	Other (please specify)	1-49	Male	57-65
12845198999	HR	MEXICO	Finance & Insurance	50 – 999	Female	57-65
12845188657	Finance	SRI LANKA	Finance & Insurance	50 – 999	Male	39-56
12845185006	Support Services (Administrative)	UNITED STATES OF AMERICA (USA)	Healthcare	50 – 999	Male	39-56
12845170055	Support Services (Administrative)	GERMANY	Education	1,000 - 4,999	Female	57-65
12845164469	Operations	LITHUANIA	Transportation	50 – 999	Female	39-56
12845163088	Manufacturing	UNITED ARAB EMIRATES (UAE)	Oil & Gas	1,000 - 4,999	Male	39-56
12845139708	Support Services (Administrative)	COLOMBIA	Finance & Insurance	50 – 999	Female	57-65
12845138071	Manufacturing	NEW ZEALAND	Healthcare	50 – 999	Female	39-56
12845133111	Support Services (Administrative)	CYPRUS	Hospitality	1,000 - 4,999	Female	21-38
12845130180	Finance	ISRAEL	Finance & Insurance	50 – 999	Female	21-38
12845123507	Quality	SERBIA	Finance & Insurance	5,000 or more	Female	57-65
12845122141	Quality	LEBANON	Oil & Gas	1,000 - 4,999	Female	39-56
12845106155	Other (please specify)	KUWAIT	Transportation	1,000 - 4,999	Male	57-65
12845104539	Other (please specify)	SAMOA	Education	50 – 999	Female	57-65
12845101574	Other (please specify)	SUDAN	Healthcare	1,000 - 4,999	Male	57-65
12845100437	Sales	SAINT LUCIA	Other (please specify)	50 – 999	Female	57-65
12845099789	IT	SEYCHELLES	IT & ITES	1-49	Male	57-65

12845087761	Other (please specify)	DENMARK	Other (please specify)	50 – 999	Male	57-65
12845075024	Support Services (Administrative)	PAPUA NEW GUINEA	Healthcare	5,000 or more	Male	21-38
12845058343	Operations	TUNISIA	Education	5,000 or more	Male	39-56
12845043137	Finance	BOTSWANA	Finance & Insurance	50 – 999	Female	57-65
12845033550	IT	SAUDI ARABIA	IT & ITES	50 – 999	Female	39-56
12845031860	Other (please specify)	NEW ZEALAND	Other (please specify)	1-49	Female	57-65
12845015873	Operations	GHANA	Finance & Insurance	5,000 or more	Female	39-56
12845009323	Legal	BANGLADESH	Automobile	1,000 - 4,999	Male	39-56
12845003004	Operations	AUSTRALIA	Other (please specify)	50 – 999	Male	39-56
12845001328	R&D	CHILE	Education	50 – 999	Female	21-38
12845000164	Operations	SAMOA	Other (please specify)	5,000 or more	Male	57-65
12844993860	Other (please specify)	BANGLADESH	Healthcare	50 – 999	Male	39-56
12844992518	Procurement	NEW ZEALAND	Hospitality	1,000 - 4,999	Male	21-38
12844987465	Operations	ISRAEL	Education	50 – 999	Male	39-56
12844984944	Other (please specify)	BANGLADESH	Entertainment & Media	5,000 or more	Male	39-56
12844972858	Finance	UZBEKISTAN	Hospitality	50 – 999	Female	39-56
12844966109	Support Services (Administrative)	RUSSIA	IT & ITES	50 – 999	Female	39-56
12844948616	Manufacturing	CAMBODIA	Other (please specify)	1-49	Female	39-56
12844939156	Other (please specify)	VENEZUELA	Healthcare	1,000 - 4,999	Male	21-38
12844934232	Other (please specify)	FINLAND	Healthcare	50 – 999	Female	39-56
12844933172	Operations	FRANCE	Textile	1-49	Male	21-38
12844916303	Other (please specify)	CROATIA	Construction	5,000 or more	Male	57-65
12844915498	Other (please specify)	SWITZERLAND	Education	50 – 999	Female	39-56
12844914280	Manufacturing	CHINA	Chemical	5,000 or more	Male	57-65
12844908516	Other (please specify)	UNITED STATES OF AMERICA (USA)	Other (please specify)	1-49	Male	57-65
12844908479	Support Services (Administrative)	BOLIVIA	Food & Beverages	1,000 - 4,999	Male	57-65
12844902886	Other (please specify)	VIETNAM	Food & Beverages	5,000 or more	Male	39-56
12844885324	Finance	UNITED STATES OF AMERICA (USA)	Real Estate	1-49	Female	21-38
12844881275	Operations	SERBIA	Other (please specify)	50 – 999	Female	39-56

12844879777	Supply Chain	MALAYSIA	Chemical	1,000 - 4,999	Female	39-56
12844871212	Other (please specify)	UNITED STATES OF AMERICA (USA)	Transportation	50 – 999	Female	39-56
12844866314	Support Services (Administrative)	GRENADA	Education	5,000 or more	Female	39-56
12844861572	Quality	TURKEY	Food & Beverages	5,000 or more	Female	39-56
12844854331	Other (please specify)	CUBA	Other (please specify)	1-49	Female	39-56
12844831156	Manufacturing	JAPAN	Textile	5,000 or more	Male	39-56
12844827368	Support Services (Administrative)	GEORGIA	Other (please specify)	5,000 or more	Male	57-65
12844824176	Other (please specify)	SEYCHELLES	Education	50 – 999	Female	39-56
12844822550	Finance	ARGENTINA	Finance & Insurance	50 – 999	Male	39-56
12844816102	IT	ARGENTINA	IT & ITES	5,000 or more	Male	57-65
12844811687	Operations	INDIA	Education	1,000 - 4,999	Female	39-56
12844776296	Support Services (Administrative)	INDONESIA	Healthcare	5,000 or more	Female	57-65
12844775983	Other (please specify)	ESTONIA	Healthcare	50 – 999	Female	57-65
12844771207	Finance	PORTUGAL	Transportation	50 – 999	Female	39-56
12844770813	Other (please specify)	SPAIN	Electronic	1-49	Male	39-56
12844769210	Supply Chain	GHANA	Transportation	1,000 - 4,999	Male	21-38
12844765895	Procurement	CROATIA	Other (please specify)	1,000 - 4,999	Male	39-56
12844765282	Manufacturing	GRENADA	Finance & Insurance	50 – 999	Female	21-38
12844764155	Operations	MAURITIUS	Other (please specify)	1-49	Female	21-38
12844763177	Support Services (Administrative)	POLAND	Oil & Gas	50 – 999	Male	39-56
12844762535	Finance	AZERBAIJAN	Finance & Insurance	5,000 or more	Male	21-38
12844760465	Support Services (Administrative)	ICELAND	Oil & Gas	5,000 or more	Male	21-38
12844741018	Other (please specify)	BRAZIL	Other (please specify)	1-49	Male	39-56
12844740474	Manufacturing	LEBANON	Electronic	1,000 - 4,999	Female	57-65
12844739665	Marketing	KYRGYZSTAN	Healthcare	5,000 or more	Male	39-56
12844730408	Operations	NORWAY	Transportation	5,000 or more	Female	57-65
12844723834	Other (please specify)	SÃO TOMÉ & PRÍNCIPE	Education	1,000 - 4,999	Female	39-56

12844721012	Regulatory	SENEGAL	Finance & Insurance	1,000 - 4,999	Female	39-56
12844711373	Quality	JAMAICA	Hospitality	50 – 999	Male	21-38
12844702946	Operations	URUGUAY	Healthcare	1,000 - 4,999	Female	39-56
12844699345	IT	CZECHIA (Czech Republic)	Education	50 – 999	Male	57-65
12844697699	Operations	CZECHIA (Czech Republic)	Healthcare	5,000 or more	Male	39-56
12844695721	Manufacturing	BOLIVIA	Food & Beverages	1,000 - 4,999	Female	39-56
12844692068	Sales	SINGAPORE	Finance & Insurance	5,000 or more	Male	39-56
12844686411	IT	LUXEMBOURG	IT & ITES	50 – 999	Male	39-56
12844685942	Support Services (Administrative)	LEBANON	Education	5,000 or more	Female	57-65
12844674955	Other (please specify)	ARGENTINA	Healthcare	1,000 - 4,999	Female	57-65
12844669856	Operations	FRANCE	Healthcare	50 – 999	Female	39-56
12844668715	Manufacturing	UKRAINE	Construction	1,000 - 4,999	Male	21-38
12844643527	HR	NORWAY	Hospitality	50 – 999	Female	39-56
12844642835	Quality	POLAND	Hardware	50 – 999	Male	39-56
12844642240	Sales	POLAND	Transportation	1-49	Male	39-56
12844639098	Legal	TURKEY	Other (please specify)	5,000 or more	Male	39-56
12844638499	Quality	SOUTH AFRICA	Healthcare	1,000 - 4,999	Female	39-56
12844636191	Quality	SERBIA	Healthcare	5,000 or more	Female	21-38
12844635671	Support Services (Administrative)	BAHRAIN	Other (please specify)	5,000 or more	Female	57-65
12844633943	HR	TUNISIA	Chemical	50 – 999	Female	21-38
12844633178	Sales	SINGAPORE	IT & ITES	5,000 or more	Male	39-56
12844633074	IT	SAN MARINO	IT & ITES	50 – 999	Male	39-56
12844629985	Operations	UKRAINE	Healthcare	50 – 999	Male	21-38

Source: Author

Table 60: Employee safety and welfare during COVID-19 - Survey Raw Data

<i>Respondent ID</i>	Providing employees with shielding kits like masks and goggles.	Flexible working schedule.	Employee’s assistance program (EAP) by providing digital support system etc.	Prioritizing mental health of employees	Additional financial allowance / additional benefits / adjusting compensation
12845980173	Strongly Agree	Neutral	Agree	Disagree	Disagree
12845978353	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Disagree
12845916238	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Don't Know
12845891571	Strongly Agree	Disagree	Neutral	Neutral	Disagree
12845886141	Agree	Agree	Disagree	Agree	Neutral
12845885612	Agree	Agree	Disagree	Neutral	Disagree
12845884781	Strongly Agree	Agree	Strongly Agree	Neutral	Agree
12845884697	Agree	Agree	Agree	Neutral	Agree
12845882843	Don't Know				
12845882714	Strongly Disagree	Neutral	Disagree	Agree	Strongly Disagree
12845880798	Strongly Agree	Strongly Disagree	Agree	Agree	Agree
12845880138	Strongly Agree	Agree	Disagree	Strongly Disagree	Strongly Disagree
12845880120	Neutral	Agree	Agree	Agree	Disagree
12845877278	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845876513	Neutral	Agree	Disagree	Agree	Strongly Disagree
12845876245	Strongly Agree	Agree	Strongly Agree	Agree	Agree
12845875213	Strongly Disagree	Agree	Disagree	Disagree	Disagree
12845873977	Strongly Agree	Agree	Strongly Agree	Agree	Neutral
12845873791	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845873327	Strongly Disagree	Strongly Agree	Disagree	Disagree	Strongly Disagree
12845872647	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845872493	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Agree

12845872100	Agree	Agree	Don't Know	Agree	Don't Know
12845871659	Neutral	Agree	Neutral	Strongly Disagree	Neutral
12845871157	Agree	Neutral	Neutral	Disagree	Neutral
12845870861	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree
12845870860	Agree	Neutral	Agree	Neutral	Strongly Disagree
12845870859	Strongly Agree	Neutral	Agree	Agree	
12845870679	Strongly Agree		Disagree	Neutral	Don't Know
12845870053	Agree	Disagree	Disagree	Disagree	Agree
12845869875	Disagree	Disagree	Neutral	Neutral	Disagree
12845868742	Strongly Disagree	Don't Know	Disagree	Strongly Disagree	Neutral
12845868498	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree
12845867771	Neutral	Neutral	Neutral	Neutral	Neutral
12845867751	Neutral	Disagree	Agree	Neutral	Strongly Agree
12845867406	Neutral	Agree	Neutral	Neutral	Strongly Agree
12845867347	Strongly Agree	Strongly Agree	Neutral	Agree	Strongly Disagree
12845866972	Strongly Disagree	Agree	Agree	Agree	Agree
12845866417	Agree	Agree	Neutral	Agree	Agree
12845866261	Neutral	Strongly Agree	Agree	Agree	Agree
12845865741	Agree	Agree	Agree	Agree	Agree
12845865679	Strongly Disagree	Strongly Agree	Neutral	Strongly Agree	Strongly Agree
12845865446	Strongly Agree	Strongly Agree	Strongly Disagree	Neutral	Neutral
12845865233	Agree	Neutral			
12845864928	Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree
12845864045	Agree	Neutral	Agree	Strongly Agree	Strongly Agree
12845862992	Strongly Agree	Agree	Neutral	Strongly Agree	Agree
12845861219	Disagree	Neutral	Neutral	Neutral	Disagree
12845860213	Neutral	Neutral	Neutral	Neutral	Neutral
12845854455	Neutral	Neutral	Neutral	Disagree	Neutral

12845847996	Agree	Agree	Don't Know	Neutral	Disagree
12845845757	Neutral	Agree	Agree	Agree	Agree
12845822515	Strongly Agree	Agree	Agree	Agree	Agree
12845819894	Neutral	Strongly Disagree	Neutral	Strongly Disagree	Neutral
12845816949	Strongly Disagree	Disagree	Strongly Disagree	Disagree	Disagree
12845814794	Agree	Agree	Agree	Neutral	Agree
12845810418	Strongly Agree	Strongly Agree	Agree	Neutral	Strongly Agree
12845806526	Strongly Agree	Neutral	Neutral	Agree	Neutral
12845801462	Don't Know	Strongly Agree	Agree	Neutral	Disagree
12845800249	Disagree	Disagree	Disagree	Disagree	Disagree
12845798999	Strongly Agree	Neutral	Agree	Agree	Neutral
12845798836	Neutral	Neutral	Disagree	Neutral	Neutral
12845798582	Strongly Agree	Don't Know	Don't Know	Strongly Disagree	Strongly Disagree
12845798103	Neutral	Neutral	Neutral	Neutral	Neutral
12845797164	Agree	Neutral	Neutral	Strongly Agree	Strongly Agree
12845796216	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Disagree
12845795179	Agree	Disagree	Agree	Neutral	Strongly Disagree
12845794915	Strongly Agree	Agree	Agree	Neutral	Strongly Agree
12845794720	Agree	Disagree	Agree	Agree	Neutral
12845793929	Agree	Neutral	Agree	Agree	Strongly Agree
12845793684	Agree	Neutral	Agree	Strongly Agree	Agree
12845793590	Neutral	Strongly Agree	Neutral	Agree	Disagree
12845793565	Strongly Agree		Strongly Agree	Strongly Agree	Neutral
12845793522	Agree	Agree	Agree	Agree	Neutral
12845793000	Strongly Disagree	Disagree	Agree	Neutral	Neutral
12845792765	Disagree	Neutral	Disagree	Strongly Disagree	Agree
12845792523	Agree	Strongly Agree	Neutral	Agree	Agree
12845792400	Don't Know	Strongly Agree	Agree	Neutral	Agree

12845792291	Neutral	Agree	Agree	Agree	Strongly Agree
12845792155	Agree	Agree	Strongly Agree	Strongly Agree	Agree
12845791988	Strongly Disagree	Strongly Agree	Neutral	Agree	Strongly Disagree
12845791309	Strongly Agree				
12845791142	Strongly Agree	Agree	Agree	Strongly Agree	Agree
12845791082	Agree	Disagree	Agree	Agree	Neutral
12845790361	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845790291	Agree	Agree	Agree	Agree	Agree
12845789791	Strongly Disagree	Disagree	Don't Know	Strongly Agree	Neutral
12845789045	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845788463	Agree				
12845788372	Don't Know	Neutral	Neutral	Neutral	Neutral
12845786151	Strongly Agree	Agree	Agree	Agree	Agree
12845785761	Strongly Agree	Strongly Disagree	Disagree	Strongly Disagree	Agree
12845785623	Agree	Agree	Agree	Agree	Agree
12845781405	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845779118	Neutral	Agree	Agree	Agree	Agree
12845778397	Strongly Agree	Agree	Agree	Strongly Agree	Agree
12845766865	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree
12845764765	Strongly Agree	Agree	Neutral	Disagree	Agree
12845759255	Agree	Agree	Agree	Agree	Agree
12845755978	Disagree	Disagree	Neutral	Agree	Disagree
12845753973	Don't Know	Neutral	Neutral	Neutral	Neutral
12845753922	Strongly Agree	Strongly Agree	Neutral	Strongly Agree	Strongly Agree
12845750562	Agree	Strongly Disagree	Don't Know	Strongly Disagree	Strongly Disagree
12845748981	Agree	Neutral	Neutral	Disagree	Neutral

12845732972	Neutral	Agree	Strongly Agree	Agree	Agree
12845731891	Neutral	Neutral	Neutral	Neutral	Neutral
12845719973	Agree	Agree	Agree	Agree	Strongly Agree
12845713529	Don't Know	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845710877	Neutral	Disagree	Strongly Disagree	Strongly Disagree	Disagree
12845710771	Agree	Agree	Neutral	Neutral	Strongly Agree
12845705238	Agree	Disagree	Strongly Agree	Strongly Agree	Neutral
12845678208	Strongly Agree	Agree	Neutral	Strongly Agree	Agree
12845671088	Agree	Agree	Agree	Agree	Agree
12845664312	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845662488	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845658175	Agree	Agree	Strongly Agree	Agree	Agree
12845650033	Agree	Strongly Agree	Neutral	Strongly Agree	Neutral
12845645500	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845644642	Strongly Agree	Strongly Agree	Don't Know	Agree	Strongly Agree
12845635986	Agree		Don't Know	Strongly Disagree	
12845631174	Neutral	Neutral	Neutral	Strongly Agree	Don't Know
12845627101	Strongly Agree	Agree	Agree	Neutral	Neutral
12845621658	Agree	Agree	Agree	Strongly Agree	Agree
12845618668	Agree	Neutral	Agree	Neutral	Neutral
12845608952	Don't Know	Neutral	Don't Know	Don't Know	Don't Know
12845608556	Neutral	Agree	Agree	Agree	Neutral
12845597300	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845596746	Strongly Agree	Neutral	Neutral	Strongly Agree	Strongly Agree
12845594913	Agree		Agree	Strongly Agree	Neutral
12845586109	Agree	Agree	Agree	Agree	Don't Know

12845586035	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845578643	Agree	Disagree	Agree	Agree	Neutral
12845574864	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral
12845568248	Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845562648	Strongly Agree	Neutral	Strongly Disagree	Neutral	Disagree
12845560522	Agree	Disagree	Agree	Disagree	Disagree
12845557747	Disagree	Agree	Strongly Agree	Neutral	Disagree
12845553676	Neutral	Strongly Agree	Agree	Strongly Agree	Agree
12845553269	Agree	Disagree	Neutral	Strongly Disagree	Strongly Disagree
12845544161	Agree	Agree	Agree	Agree	Strongly Agree
12845543062	Strongly Disagree	Agree	Strongly Agree	Neutral	Strongly Disagree
12845540209	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree
12845522821	Agree	Agree	Disagree	Neutral	Neutral
12845522272	Strongly Disagree	Agree	Agree	Neutral	Strongly Agree
12845519889	Agree	Strongly Disagree	Strongly Disagree	Disagree	Strongly Disagree
12845519598	Strongly Agree	Agree	Agree	Strongly Agree	Neutral
12845511454	Neutral				
12845497510	Neutral	Strongly Disagree	Agree	Neutral	Strongly Disagree
12845492040	Neutral	Neutral	Neutral	Agree	Agree
12845490566	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Agree
12845489220	Disagree	Disagree	Disagree	Disagree	Disagree
12845482448	Neutral	Agree	Don't Know	Neutral	Agree
12845478440	Strongly Disagree				
12845477476	Strongly Agree	Agree	Agree	Neutral	Agree
12845468714	Neutral	Agree	Agree	Agree	Neutral
12845454470	Don't Know	Strongly Agree	Agree	Agree	Agree

12845450861	Strongly Disagree	Strongly Agree	Strongly Disagree	Neutral	Neutral
12845447325	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845440938	Agree	Strongly Disagree	Neutral	Disagree	Disagree
12845438959	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845437338	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree
12845437254	Neutral				
12845435714	Strongly Disagree	Strongly Agree	Agree	Strongly Agree	Agree
12845433246	Strongly Agree	Strongly Disagree	Agree	Neutral	Agree
12845432218	Agree	Strongly Agree	Neutral	Strongly Agree	Strongly Agree
12845429204	Strongly Disagree	Disagree	Agree	Neutral	Neutral
12845428526	Disagree				
12845424870	Strongly Agree	Agree	Agree	Agree	Agree
12845424511	Agree				
12845417201	Strongly Agree	Agree	Agree	Neutral	Neutral
12845411977	Agree	Strongly Agree	Agree	Strongly Agree	Agree
12845411745	Neutral	Neutral	Neutral	Agree	Agree
12845410221	Neutral	Neutral	Disagree	Strongly Disagree	Disagree
12845408879	Strongly Agree	Don't Know	Strongly Agree	Agree	
12845404081	Neutral	Strongly Agree	Neutral	Agree	Neutral
12845398548	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Disagree
12845386548	Strongly Disagree	Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845385952	Strongly Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
12845381663	Agree	Disagree	Agree	Agree	Agree
12845381013		Agree	Don't Know	Strongly Disagree	Disagree

12845380510	Neutral	Strongly Agree	Agree	Strongly Agree	Neutral
12845378831	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845377462	Strongly Agree				
12845363981	Strongly Agree	Agree	Strongly Agree	Agree	Strongly Agree
12845360519	Agree	Strongly Disagree	Agree	Disagree	
12845357557	Agree	Strongly Agree	Neutral	Agree	Neutral
12845356071	Agree	Agree	Agree		
12845350675	Disagree	Strongly Agree	Agree	Strongly Agree	Strongly Agree
12845342843	Strongly Disagree	Neutral	Don't Know	Strongly Disagree	Don't Know
12845336483	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845334774	Strongly Agree	Disagree	Neutral	Neutral	Agree
12845334706	Neutral	Neutral	Neutral	Neutral	Neutral
12845330384	Neutral	Agree	Neutral	Agree	Disagree
12845330373	Neutral	Agree	Neutral	Disagree	Disagree
12845330149	Strongly Agree		Strongly Agree	Disagree	Agree
12845327086	Agree	Agree	Neutral	Agree	Agree
12845320505	Neutral	Don't Know	Neutral	Strongly Agree	Neutral
12845315808	Strongly Agree	Strongly Disagree	Strongly Disagree	Agree	Disagree
12845310295	Strongly Agree	Agree	Strongly Agree	Agree	Agree
12845307297	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree
12845293766	Don't Know	Strongly Agree	Agree	Agree	
12845289630	Strongly Agree	Neutral	Neutral	Agree	Neutral
12845288860	Don't Know	Agree	Neutral	Strongly Disagree	Disagree
12845288645	Strongly Agree	Neutral	Agree	Agree	Disagree
12845288084	Agree	Agree	Strongly Agree	Strongly Agree	Agree

12845288036	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral
12845268211	Agree	Agree	Agree	Agree	Strongly Agree
12845266553	Disagree	Neutral	Disagree	Strongly Disagree	Strongly Disagree
12845264600	Neutral	Agree	Neutral	Neutral	Disagree
12845261910	Neutral		Neutral	Agree	Agree
12845250663	Strongly Disagree	Strongly Agree	Strongly Disagree	Neutral	Agree
12845243311	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Neutral
12845239474	Don't Know	Strongly Agree	Agree	Neutral	Neutral
12845237696	Strongly Disagree	Agree	Disagree	Agree	Disagree
12845237006	Agree	Strongly Agree	Agree	Strongly Agree	Agree
12845236076	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845235329	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Agree
12845232067	Disagree	Agree	Disagree	Disagree	Strongly Disagree
12845217876	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845217344	Strongly Agree	Agree	Don't Know	Disagree	Disagree
12845214585	Agree	Strongly Agree	Disagree	Strongly Disagree	Strongly Disagree
12845214429	Disagree				
12845211131	Don't Know	Neutral	Disagree	Neutral	Strongly Disagree
12845208187	Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845203725	Neutral	Agree	Agree	Agree	Disagree
12845203577	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Don't Know
12845203332	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845198999	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree

12845188657	Neutral	Strongly Agree	Agree	Neutral	Agree
12845185006	Strongly Agree	Disagree	Agree	Strongly Agree	Agree
12845170055	Agree	Neutral	Strongly Agree	Agree	Agree
12845164469	Agree	Neutral	Don't Know	Agree	Agree
12845163088	Strongly Agree	Neutral	Agree	Neutral	Disagree
12845139708	Neutral	Neutral	Neutral	Neutral	Neutral
12845138071	Strongly Agree	Agree	Strongly Agree		Strongly Disagree
12845133111	Agree	Agree	Agree	Strongly Agree	Agree
12845130180	Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree
12845123507	Strongly Agree				
12845122141	Strongly Agree				
12845106155	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845104539	Agree	Disagree	Agree	Agree	Strongly Disagree
12845101574	Strongly Agree	Neutral	Strongly Agree	Agree	Neutral
12845100437	Agree	Don't Know	Don't Know	Agree	Agree
12845099789	Agree	Strongly Agree	Strongly Agree	Agree	Agree
12845087761	Agree	Strongly Agree	Agree	Neutral	Strongly Disagree
12845075024	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree
12845058343	Agree	Strongly Agree	Agree	Agree	Agree
12845043137	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845033550	Agree	Neutral	Agree	Agree	Neutral
12845031860	Strongly Agree	Agree	Neutral	Neutral	Neutral
12845015873	Strongly Disagree	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Disagree
12845009323	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree

12845003004	Strongly Disagree	Strongly Disagree	Neutral	Strongly Agree	Don't Know
12845001328	Agree	Disagree	Neutral	Neutral	Strongly Disagree
12845000164	Agree	Agree	Strongly Agree	Neutral	Disagree
12844993860	Strongly Agree	Agree	Don't Know	Neutral	Disagree
12844992518	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844987465	Agree	Neutral	Neutral	Agree	Agree
12844984944	Agree	Agree	Don't Know	Strongly Agree	Neutral
12844972858	Neutral	Neutral	Agree	Strongly Agree	Neutral
12844966109	Agree	Neutral	Strongly Agree	Strongly Disagree	Strongly Disagree
12844948616	Disagree	Agree	Neutral	Neutral	Agree
12844939156	Strongly Agree	Disagree	Agree	Agree	Disagree
12844934232	Agree	Strongly Agree	Neutral	Strongly Agree	Agree
12844933172	Strongly Agree	Strongly Agree	Neutral		
12844916303	Strongly Agree	Disagree	Neutral	Strongly Disagree	Strongly Disagree
12844915498	Agree	Strongly Disagree	Neutral	Strongly Disagree	Strongly Disagree
12844914280	Agree	Strongly Disagree	Strongly Agree	Neutral	Strongly Disagree
12844908516	Agree	Agree	Agree	Agree	Agree
12844908479	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844902886	Strongly Agree	Agree	Neutral	Strongly Disagree	Neutral
12844885324	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Agree
12844881275	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Agree
12844879777	Agree	Strongly Agree	Agree	Agree	Agree
12844871212	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree
12844866314	Agree	Disagree	Agree	Disagree	Disagree

12844861572	Agree	Neutral	Disagree	Neutral	Disagree
12844854331	Neutral	Strongly Disagree	Strongly Disagree	Neutral	Strongly Disagree
12844831156	Strongly Agree	Neutral	Neutral	Agree	Neutral
12844827368	Strongly Agree	Strongly Agree	Agree	Neutral	Strongly Disagree
12844824176	Agree	Neutral	Agree	Agree	Disagree
12844822550	Agree	Agree	Agree	Agree	Agree
12844816102	Strongly Disagree	Agree	Disagree	Strongly Disagree	Disagree
12844811687	Agree	Neutral	Neutral	Neutral	Neutral
12844776296	Strongly Agree	Agree	Neutral	Neutral	Neutral
12844775983	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree
12844771207	Neutral	Agree	Agree	Agree	Neutral
12844770813	Strongly Agree	Agree	Neutral	Agree	Agree
12844769210	Strongly Disagree	Agree	Neutral	Strongly Disagree	Disagree
12844765895	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Neutral
12844765282	Agree	Strongly Agree	Agree	Strongly Agree	Agree
12844764155	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844763177					
12844762535	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree
12844760465	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844741018	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844740474	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844739665	Agree	Agree	Agree	Disagree	Disagree
12844730408	Agree	Disagree	Agree	Neutral	Strongly Disagree
12844723834	Agree	Disagree	Disagree	Agree	Agree

12844721012	Agree	Agree	Strongly Agree	Agree	Agree
12844711373	Agree	Neutral	Agree	Strongly Agree	Agree
12844702946	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree
12844699345	Disagree	Strongly Agree	Agree	Agree	Agree
12844697699	Agree	Strongly Agree	Agree	Agree	Strongly Agree
12844695721	Strongly Agree	Agree	Strongly Agree		
12844692068	Neutral	Agree	Agree	Strongly Agree	Agree
12844686411	Don't Know	Agree	Don't Know	Don't Know	Don't Know
12844685942	Strongly Agree	Neutral	Agree	Neutral	Strongly Agree
12844674955	Agree	Neutral	Agree	Agree	Strongly Disagree
12844669856	Agree	Disagree	Agree	Neutral	Neutral
12844668715	Neutral	Neutral	Neutral	Neutral	Neutral
12844643527	Strongly Agree	Strongly Agree	Neutral	Agree	Agree
12844642835	Agree	Agree	Agree	Strongly Agree	Agree
12844642240	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12844639098	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12844638499	Strongly Agree	Neutral	Agree		Neutral
12844636191	Strongly Agree	Disagree	Strongly Disagree	Disagree	Neutral
12844635671	Agree	Disagree	Neutral	Disagree	Disagree
12844633943	Agree	Agree	Strongly Agree	Strongly Agree	Agree
12844633178	Agree	Disagree	Disagree	Neutral	Agree
12844633074	Agree	Strongly Agree	Agree	Agree	Strongly Agree
12844629985	Strongly Agree	Neutral	Neutral	Neutral	Strongly Disagree

Source: Author

Table 61: VHRM during COVID-19 - Survey Raw Data

<i>Respondent ID</i>	I have good access to HR for advice and assistance	I am able to access to the right person in HR.	Policies and procedures affecting my work are communicated adequately.	My company is able to attract high-quality employees.	I am encouraged to participate in cultural awareness observances.	Reinforcing corporate values to help maintain or improve culture	Changing meeting etiquette for a hybrid work culture	Investing in workplace analytics tools to analyze employees' digital activities	Investing in immersive technology, like virtual reality headsets	Do you have any feedback on how your organization can best support you at this time of the COVID-19 outbreak? (Open-Ended Response)
12845980173	Disagree	Neutral	Disagree	Disagree	Strongly Agree	Agree	Strongly Agree	Agree	Agree	no
12845978353	Neutral	Neutral	Agree	Neutral	Agree	Agree	Agree	Agree	Neutral	
12845916238	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Don't Know	Don't Know	
12845891571	Agree	Agree	Neutral	Neutral	Neutral	Neutral	Strongly Agree	Neutral	Strongly Disagree	
12845886141	Don't Know	Don't Know	Agree	Agree	Disagree	Agree	Agree	Disagree	Disagree	
12845885612	Agree	Agree	Agree	Neutral	Strongly Disagree	Agree	Agree	Agree	Strongly Disagree	None
12845884781	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Agree	Provide all necessary equipment and protection
12845884697	Disagree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Strongly Disagree	no
12845882843	Strongly Agree	Neutral	Agree	Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Strongly Disagree	Am
12845882714	Neutral	Neutral	Disagree	Strongly Agree	Neutral	Neutral	Strongly Agree	Neutral	Strongly Disagree	Continue work from home until kids are vaccinated and the Delta variant and

											whatever comes after are well under control.
12845880798	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Disagree	Na	
12845880138	Agree	Strongly Agree	Agree	Strongly Disagree	Neutral	Neutral	Agree	Neutral	Neutral	No	
12845880120	Agree	Agree	Agree	Neutral	Disagree	Neutral	Agree	Agree	Disagree	Flexible, patient, increased digital equipment	
12845877278	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	No	
12845876513	Strongly Disagree	Agree	Strongly Agree	Agree	Strongly Agree	Neutral	Agree	Neutral	Strongly Disagree	No	
12845876245	Don't Know	Don't Know	Neutral	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Don't Know	Don't Know	days broken up to help with overload at home	
12845875213	Strongly Disagree	Strongly Disagree	Agree	Strongly Disagree	Agree	Neutral	Neutral	Strongly Disagree	Strongly Disagree	Providing more cleaning supplies, PPE, masks	
12845873977	Agree	Agree	Agree	Neutral	Neutral	Agree	Neutral	Neutral	Strongly Disagree	No, my organization is doing good.	
12845873791	Neutral	Disagree	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Neutral	Disagree		
12845873327	Disagree	Strongly Disagree	Agree	Disagree	Neutral	Don't Know	Don't Know	Don't Know	Don't Know	stop politics.	
12845872647	Agree	Agree	Agree	Neutral	Agree	Agree	Agree	Agree	Neutral	Allow them to continue to work from home/hybrid	
12845872493	Agree	Agree	Agree	Agree	Neutral	Agree	Agree	Agree		Just understand employee fears and keep employees safe to the best of their ability.	

12845872100	Neutral	Neutral	Agree	Agree	Agree	Neutral	Strongly Agree	Disagree	Strongly Disagree	No
12845871659	Don't Know	Agree	Neutral	Agree	Strongly Disagree	Strongly Disagree	Disagree	Neutral	Disagree	Bigger salary
12845871157	Disagree	Disagree	Disagree	Strongly Disagree	Disagree	Neutral	Disagree	Disagree	Disagree	Nope
12845870861	Agree	Disagree	Agree	Agree	Disagree	Agree	Agree	Disagree	Disagree	i do not have any
12845870860	Disagree	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Neutral	Strongly Disagree	No.
12845870859	Don't Know	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	
12845870679	Neutral	Disagree	Agree	Agree	Agree	Agree	Don't Know	Agree	Don't Know	No
12845870053	Agree	Agree	Disagree	Disagree	Disagree	Disagree	Agree	Disagree	Disagree	
12845869875	Disagree	Disagree	Neutral	Disagree	Neutral	Disagree	Neutral	Disagree	Neutral	
12845868742	Strongly Disagree	Don't Know	Disagree	Strongly Disagree	Neutral	Don't Know	Strongly Disagree	Disagree	Disagree	Yeah
12845868498	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	No
12845867771	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	nothing
12845867751	Disagree	Neutral	Don't Know	Neutral	Strongly Agree	Neutral	Neutral	Agree	Neutral	No
12845867406	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	No
12845867347	Agree	Agree	Neutral	Agree	Strongly Agree	Agree	Neutral	Don't Know	Don't Know	No
12845866972	Strongly Disagree	Neutral	Agree	Agree	Agree	Disagree	Neutral	Agree	Neutral	getting old
12845866417	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	Neutral	Neutral	None
12845866261	Agree	Agree	Neutral	Neutral	Strongly Agree	Agree	Agree	Agree	Agree	Care
12845865741	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Better care
12845865679	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree	Neutral	Strongly Disagree	Strongly Disagree	No suggestions
12845865446	Disagree	Neutral	Disagree	Neutral	Agree	Agree	Strongly Agree	Strongly Disagree	Strongly Disagree	improved HR department

12845865233	Disagree					Disagree					
12845864928	Strongly Agree	Neutral	Agree	Strongly Agree	Agree	Strongly Agree	Neutral	Strongly Agree	Agree	My employee's mental is very important	
12845864045	Neutral	Agree	Agree	Disagree	Agree	Agree	Agree	Neutral	Agree	More virtual work instead of in person	
12845862992	Neutral	Neutral	Neutral	Neutral	Agree		Neutral	Neutral	Neutral	None	
12845861219	Disagree	Neutral	Agree	Neutral	Disagree	Strongly Agree	Agree	Neutral	Neutral		
12845860213	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	n0	
12845854455	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral		
12845847996	Agree	Agree	Agree	Strongly Agree	Agree	Agree	Agree	Don't Know	Strongly Disagree	Flexible schedule	
12845845757	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	No	
12845822515	Neutral	Neutral	Agree	Neutral	Neutral	Agree	Agree	Neutral	Disagree	no	
12845819894	Agree	Agree	Agree	Agree	Agree	Disagree	Agree	Agree	Strongly Disagree		
12845816949	Strongly Disagree	Strongly Disagree	Strongly Disagree	Disagree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree		
12845814794	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	Agree	No	
12845810418	Strongly Agree	Agree	Strongly Agree	Agree	Strongly Agree	Neutral	Strongly Agree	Strongly Disagree	Strongly Agree	Nope	
12845806526	Agree	Agree	Agree	Agree	Agree	Neutral	Agree	Neutral	Neutral	no	
12845801462	Neutral	Neutral	Agree	Neutral	Disagree	Agree	Agree	Don't Know	Strongly Disagree	Keep remotely working indefinitely.	
12845800249	Strongly Disagree	Neutral	Disagree	Disagree	Disagree	Neutral	Agree	Agree			
12845798999	Agree	Neutral	Agree	Disagree	Neutral	Agree	Neutral	Agree	Disagree	Increase salary and benefits	
12845798836	Strongly Disagree	Disagree	Neutral	Strongly Disagree	Neutral	Neutral	Neutral	Neutral	Strongly Disagree		
12845798582	Don't Know	Neutral	Neutral	Strongly Disagree	Don't Know	Strongly Disagree	Don't Know	Don't Know	Strongly Disagree	nope	
12845798103	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	none	

12845797164	Agree	Neutral	Neutral	Neutral	Disagree	Neutral	Neutral	Agree	Agree	Take time off
12845796216	Neutral	Strongly Agree	Agree	Disagree	Agree	Agree	Agree	Disagree	Strongly Disagree	
12845795179	Neutral	Don't Know	Neutral	Disagree	Disagree	Neutral	Agree	Disagree	Disagree	allow more flexible work from home schedules
12845794915	Neutral	Strongly Agree	Agree	Neutral	Neutral	Neutral	Strongly Agree	Agree	Strongly Agree	no
12845794720	Neutral	Disagree	Strongly Disagree	Strongly Disagree	Neutral	Neutral	Neutral	Agree	Disagree	
12845793929	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Agree	Disagree	
12845793684	Neutral	Strongly Agree	Agree	Disagree	Agree	Agree	Disagree	Strongly Agree	Agree	
12845793590	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Neutral	Strongly Agree	Strongly Agree	Disagree	NA
12845793565	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree	Agree	Disagree	No
12845793522	Agree	Agree	Agree	Neutral	Agree	Agree	Agree	Agree	Agree	
12845793000	Strongly Disagree	Strongly Disagree	Disagree	Strongly Disagree	Agree	Neutral	Agree	Strongly Agree	Neutral	No
12845792765	Agree	Agree	Neutral	Agree	Neutral	Disagree	Agree	Agree	Agree	No
12845792523	Neutral	Strongly Agree	Agree	Strongly Agree	Agree	Neutral	Agree	Strongly Agree	Agree	No
12845792400	Agree	Neutral	Agree	Agree		Neutral	Agree	Agree	Disagree	No, not right now
12845792291	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	Agree	
12845792155	Agree	Agree	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Use resources responsibly
12845791988	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Agree	no
12845791309	Agree					Agree				No
12845791142	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Strongly Agree	no comment
12845791082	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Agree	Agree	Disagree	Strongly Disagree	

12845790361	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	
12845790291	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	
12845789791	Don't Know	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree	Strongly Disagree	Neutral	Disagree	
12845789045	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	No
12845788463	Agree					Neutral				
12845788372	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
12845786151	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Neutral	continue to be supportive & flexible with employees
12845785761	Strongly Disagree	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Strongly Disagree	Strongly Disagree	Listen to their employees more.
12845785623	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	
12845781405	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	extra pay
12845779118	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	
12845778397	Strongly Agree	Agree	Agree	Agree	Neutral	Agree	Neutral	Agree	Strongly Agree	I think we are all trying to do our best
12845766865	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Neutral	Strongly Agree	Agree	Agree	Disagree	No, they did a great job!
12845764765	Neutral	Neutral	Disagree	Neutral	Agree	Neutral	Neutral	Don't Know	Disagree	No
12845759255	Neutral	Agree	Strongly Disagree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Support communication across the organization remotely
12845755978	Neutral	Agree	Neutral	Neutral	Neutral	Agree	Disagree	Strongly Agree	Neutral	none
12845753973	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	no
12845753922	Disagree	Disagree	Strongly Agree	Neutral	Strongly Agree	Disagree	Strongly Agree	Disagree	Strongly Agree	Remote work

12845750562	Neutral	Agree	Agree	Agree	Neutral	Neutral	Neutral	Disagree	Strongly Disagree	no
12845748981	Neutral	Agree	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Neutral	No, I don't
12845732972	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Disagree	Agree	Neutral	Disagree	More lenient work from home schedule
12845731891	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	no
12845719973	Neutral	Neutral	Neutral	Neutral	Neutral	Agree	Neutral	Strongly Agree	Agree	
12845713529	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Neutral	Neutral	None
12845710877	Neutral	Neutral	Agree	Neutral	Agree	Disagree				Yes
12845710771	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Neutral	Strongly Disagree	Disagree	Neutral	Neutral	yeah
12845705238	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree		No
12845678208	Agree	Strongly Agree	Agree	Neutral	Strongly Agree	Agree	Neutral	Strongly Agree	Agree	Taking care of each other is important.
12845671088	Strongly Disagree	Agree	Neutral	Agree	Agree	Agree	Agree	Disagree	Strongly Disagree	more flexibility in returning to work
12845664312	Disagree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Disagree	Disagree	Strongly Disagree	Take the pandemic seriously.
12845662488	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	
12845658175	Agree	Don't Know	Strongly Agree	Strongly Agree	Don't Know	Agree	Strongly Agree	Don't Know	Disagree	
12845650033	Neutral	Neutral	Neutral	Agree	Strongly Agree	Agree	Agree	Neutral	Don't Know	No
12845645500	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Agree	Disagree	No.
12845644642	Neutral	Strongly Agree	Neutral	Strongly Agree	Disagree	Agree	Strongly Agree	Strongly Agree	Agree	
12845635986	Disagree	Don't Know	Strongly Disagree	Disagree	Strongly Disagree	Disagree	Disagree	Disagree	Disagree	Not sure
12845631174	Neutral	Neutral	Agree	Neutral	Agree	Agree				None
12845627101	Neutral	Neutral	Neutral	Agree	Neutral	Neutral	Agree	Neutral	Disagree	more flexibility

12845621658	Neutral	Disagree	Neutral	Neutral	Neutral	Agree	Neutral	Disagree	Disagree	no
12845618668	Neutral	Don't Know	Neutral	Neutral	Agree	Don't Know	Neutral	Don't Know	Neutral	N/A
12845608952	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	no
12845608556	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	
12845597300	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Ask questions and respond to feedback.
12845596746	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree				
12845594913	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Neutral	Strongly Agree	Neutral	Agree	More enforcement of social distancing
12845586109	Neutral	Agree	Agree	Neutral	Agree	Neutral	Neutral	Neutral	Neutral	
12845586035	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	making sure all employees are vaccinated
12845578643	Neutral	Strongly Agree	Neutral	Agree	Strongly Agree	Disagree	Neutral	Strongly Agree	Neutral	
12845574864	Neutral	Neutral	Strongly Agree	Agree	Neutral	Neutral	Strongly Agree	Agree	Neutral	
12845568248	Strongly Disagree	Strongly Disagree	Neutral	Disagree	Strongly Disagree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Support their employees by requiring less of one thing if they will require more from another.
12845562648	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree	Agree	Disagree	Disagree	Disagree	Being in Law Enforcement, we are under oath to perform our duties as if it were 2019. We cannot conduct our business virtually

12845560522	Disagree	Disagree	Agree	Agree	Agree	Agree	Disagree	Agree	Strongly Agree	
12845557747	Neutral	Neutral	Agree	Neutral	Neutral	Disagree	Agree	Don't Know	Strongly Disagree	I do not
12845553676	Neutral	Neutral	Neutral	Disagree	Neutral	Neutral	Agree	Agree	Neutral	no
12845553269	Neutral	Agree	Disagree	Disagree	Neutral	Disagree	Disagree	Neutral	Strongly Disagree	take care of your employees through actions...not words.
12845544161	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Agree	Agree		Time off for family or personal issues. Time off for tasks that take longer because of lockdowns.
12845543062	Strongly Agree	Strongly Agree	Agree	Agree	Don't Know	Agree	Strongly Agree	Strongly Disagree	Strongly Disagree	No. I feel they do enough to support us.
12845540209	Agree	Agree	Agree	Agree	Agree	Agree	Strongly Agree	Agree	Agree	None
12845522821	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	no feedback
12845522272	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Everything is running smoothly
12845519889	Disagree	Disagree	Disagree	Disagree	Disagree	Neutral	Neutral	Neutral	Neutral	
12845519598	Neutral	Neutral	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	Mandate vaccinations.
12845511454	Neutral					Neutral				To enforce masks
12845497510	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Neutral	Neutral	Disagree	Strongly Disagree	Strongly Disagree	
12845492040	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	No
12845490566	Strongly Agree	Strongly Agree	Neutral	Neutral	Agree	Neutral	Strongly Agree	Don't Know	Neutral	Wearing masks
12845489220	Disagree	Disagree	Disagree	Neutral	Disagree	Don't Know	Strongly Disagree	Strongly Disagree	Strongly Disagree	no

12845482448	Agree	Agree	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Neutral	no
12845478440	Disagree					Don't Know				No
12845477476	Agree	Strongly Agree	Agree	Disagree	Neutral	Agree	Strongly Agree	Strongly Agree	Disagree	Continuing to allow employees to choose whether they would like to work remote or in an office while providing the necessary tools to perform my job at both locations is a great benefit my company offers; one I am thankful for.
12845468714	Agree	Agree	Agree	Agree	Agree	Neutral	Strongly Agree	Agree	Agree	Flexibility to work from home as needed
12845454470	Agree	Agree	Disagree	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Disagree	More paid sick time, more slack given that it's a pandemic with no finite end and we're still working for you during it
12845450861	Strongly Disagree	Strongly Agree	Strongly Disagree	Disagree	Neutral	Strongly Agree	Disagree	Disagree	Neutral	okay
12845447325	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	
12845440938	Agree	Neutral	Neutral	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Listen to our needs
12845438959	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	none

12845437338	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Agree	Strongly Disagree	No
12845437254	Neutral					Neutral		N/a		
12845435714	Neutral	Agree	Neutral	Neutral	Agree	Agree	Agree	Agree	Agree	Allow us to continue working from home.
12845433246	Agree	Strongly Agree	Strongly Agree	Agree	Neutral	Neutral	Agree	Disagree	Don't Know	not at this time
12845432218	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Neutral	Neutral	Amazing support, no more comments about it
12845429204	Neutral	Neutral	Neutral	Disagree	Neutral	Neutral	Agree	Don't Know	Disagree	no
12845428526	Neutral					Don't Know		None		
12845424870	Neutral	Neutral	Disagree	Agree	Agree	Agree	Agree	Agree	Agree	Current information from health professionals
12845424511	Strongly Agree	Strongly Agree	Agree	Agree	Neutral	Agree	Agree	Neutral	Work from home	
12845417201	Agree	Neutral	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Agree	Neutral	not really... higher stipend for at home supplies.
12845411977	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Yes
12845411745	Neutral	Neutral	Agree	Neutral	Agree	Neutral	Neutral	Neutral	Neutral	no
12845410221	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Strongly Disagree	Strongly Disagree	Sympathy
12845408879	Strongly Agree	Agree	Strongly Agree	Don't Know	Agree	Agree	Strongly Agree	Don't Know	Strongly Disagree	
12845404081	Disagree	Disagree	Neutral	Disagree	Strongly Disagree	Disagree	Strongly Disagree	Neutral	Strongly Disagree	More health measures
12845398548	Strongly Agree	Strongly Agree	Neutral	Agree	Strongly Disagree	Neutral	Disagree	Neutral	Strongly Disagree	n/a

12845386548	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Treat employees better possibly like actual humans
12845385952	Neutral	Agree	Neutral	Disagree	Neutral	Neutral	Disagree	Disagree	Strongly Disagree	
12845381663	Agree	Agree	Agree	Neutral	Neutral	Neutral	Agree	Disagree	Don't Know	
12845381013	Agree	Agree	Strongly Agree	Agree	Disagree	Neutral	Agree	Strongly Disagree	Disagree	
12845380510	Disagree	Agree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Agree	Strongly Disagree	They have done absolutely nothing other than let us work from home. Culture is atrocious and employee mental health in a non-factor.
12845378831	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	n/a
12845377462	Strongly Agree					Strongly Agree				Provide a monthly stipend
12845363981	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Disagree	Strongly Disagree	have more meetings, even if virtual meeting
12845360519	Agree	Agree	Strongly Disagree	Agree	Agree	Disagree	Disagree	Agree	Disagree	
12845357557	Don't Know	Agree	Agree	Disagree	Disagree	Disagree	Agree	Disagree	Disagree	no
12845356071	Agree	Agree	Agree	Disagree	Agree	Neutral	Agree	Disagree	Strongly Disagree	
12845350675	Strongly Agree	Agree	Agree	Neutral	Agree	Neutral	Agree	Agree	Agree	nothing at this time
12845342843	Disagree	Agree	Strongly Disagree	Disagree	Don't Know	Don't Know	Agree	Don't Know	Strongly Disagree	

12845336483	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Agree	
12845334774	Agree	Agree	Agree	Agree	Neutral	Agree	Agree	Neutral	Disagree	No
12845334706	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral		Unsure
12845330384	Neutral	Neutral	Neutral	Neutral	Neutral	Disagree	Neutral	Neutral	Disagree	no
12845330373	Neutral	Neutral	Disagree	Agree	Agree	Disagree	Agree	Agree	Strongly Disagree	More time off
12845330149	Neutral	Strongly Agree	Disagree	Agree	Strongly Agree	Disagree	Neutral	Don't Know	Strongly Disagree	
12845327086	Agree	Agree	Agree	Agree	Neutral	Agree	Agree	Agree	Disagree	
12845320505	Strongly Disagree	Disagree	Neutral	Strongly Agree	Neutral	Disagree	Agree	Don't Know	Don't Know	No
12845315808	Agree	Strongly Agree	Disagree	Neutral	Neutral	Neutral	Agree	Disagree	Strongly Disagree	It would be nice to have weekly updates related to COVID delta variant and its current impact in the county
12845310295	Strongly Agree	Strongly Agree	Agree	Agree	Neutral	Agree	Agree	Agree	Agree	Open up communication with employees
12845307297	Agree	Neutral	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	social distancing
12845293766	Agree	Agree	Agree	Don't Know	Agree	Strongly Disagree	Neutral	Strongly Disagree	Don't Know	no
12845289630	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Agree	Neutral	Agree	Neutral	none
12845288860	Neutral	Neutral	Agree	Disagree	Neutral	Neutral	Neutral	Disagree	Strongly Disagree	Time off
12845288645	Strongly Agree	Agree	Agree	Strongly Disagree	Agree	Agree	Agree	Strongly Disagree	Strongly Disagree	
12845288084	Neutral	Agree	Neutral	Agree	Agree	Neutral	Neutral	Agree	Neutral	Be flexible
12845288036	Agree	Agree	Agree	Agree	Neutral	Neutral	Neutral	Agree	Agree	no

12845268211	Agree	Neutral	Neutral	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Agree	None
12845266553	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	have some compassion and understanding
12845264600	Neutral	Agree	Neutral	Agree	Neutral	Neutral	Disagree	Disagree	Strongly Disagree	Strongly Disagree	Na
12845261910	Disagree	Neutral	Neutral	Neutral	Neutral	Disagree	Disagree	Neutral	Neutral	Neutral	
12845250663	Neutral	Neutral	Strongly Agree	Strongly Agree	Agree	Agree	Neutral	Neutral	Strongly Disagree	Strongly Disagree	More transparency on back to work initiatives.
12845243311	Strongly Agree	Strongly Agree	Agree	Neutral	Disagree	Agree	Disagree	Neutral	Disagree	Disagree	no
12845239474	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Agree	Agree	
12845237696	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral					None
12845237006	Strongly Agree	Agree	Strongly Agree	Neutral	Agree	Strongly Agree	Neutral	Agree	Agree	Agree	wear a mask
12845236076	Don't Know	Don't Know	Don't Know	Don't Know	Neutral		Don't Know	Don't Know	Don't Know	Don't Know	No
12845235329	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	My company did a great job during COVID
12845232067	Neutral	Neutral	Neutral	Disagree	Neutral	Neutral	Disagree	Disagree	Disagree	Disagree	
12845217876	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	
12845217344	Agree	Agree	Agree	Disagree	Agree	Strongly Disagree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	remote work is effective, more efficient, and safer yet it is not something we aim for, if we do that it gains morale, efficiency and employee retention

12845214585	Agree	Disagree	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Disagree	
12845214429	Don't Know					Don't Know				
12845211131	Don't Know	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Disagree	Disagree	Disagree	None
12845208187	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Agree	Strongly Disagree	Neutral	Don't Know	Neutral	Actually, listen to what employees need
12845203725	Neutral	Neutral	Neutral	Agree	Neutral	Agree	Strongly Agree	Strongly Disagree	Disagree	More communication about plans for the future
12845203577	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	
12845203332	Agree	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Agree	Agree	Be available
12845198999	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	
12845188657	Agree	Agree	Agree	Neutral	Neutral	Agree	Agree	Agree	Disagree	
12845185006	Strongly Agree	Agree	Agree	Agree	Strongly Agree	Agree	Agree	Agree	Agree	More information on company papers
12845170055	Disagree	Neutral	Disagree	Neutral	Agree	Neutral	Neutral	Disagree	Disagree	lack of institutional/cultural trust in HR makes open dialogue difficult. Their agenda is control-oriented while institutional, front-line cultural supports more flexibility and creative approach to

										achieving goals and outcomes
12845164469	Agree	Agree	Agree	Neutral	Don't Know	Agree	Neutral	Agree	Neutral	no
12845163088	Disagree	Disagree	Strongly Disagree	Strongly Disagree	Disagree	Neutral	Neutral	Neutral	Disagree	communication
12845139708	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral		no i do not
12845138071	Neutral	Neutral	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Don't Know	Don't Know	More pay and more PTO time
12845133111	Agree	Strongly Agree	Strongly Agree	Agree	Neutral	Agree	Neutral	Agree	Agree	No feedback
12845130180	Strongly Agree	Strongly Agree	Agree	Agree	Disagree	Agree	Agree	Agree	Disagree	
12845123507	Strongly Agree					Strongly Agree				
12845122141	Strongly Agree					Strongly Agree				
12845106155	Don't Know	Don't Know	Don't Know	Agree	Disagree	Don't Know	Don't Know	Strongly Disagree	Strongly Disagree	
12845104539	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Strongly Agree	Don't Know	Agree	no
12845101574	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Neutral	Neutral	Agree	Neutral	Neutral	
12845100437	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	Neutral	Don't Know	No
12845099789	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Neutral	NA
12845087761	Neutral	Agree	Agree	Disagree	Agree	Disagree	Agree	Neutral	Strongly Disagree	
12845075024	Strongly Agree	Strongly Agree	Neutral	Agree	Strongly Agree	Disagree	Strongly Agree	Strongly Disagree	Strongly Disagree	Continue allowing us to work from home.
12845058343	Agree	Agree	Agree	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Understanding of keeping everyone's safety first

12845043137	Agree	Agree	Agree	Neutral	Neutral	Agree	Agree	Agree	Agree	My company is doing everything to support employees during Covid 19 outbreak
12845033550	Neutral	Neutral	Agree	Agree	Agree	Neutral	Agree	Strongly Agree	Neutral	it's been good
12845031860	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	None
12845015873	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	No
12845009323	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Neutral	Agree	Agree	Agree	
12845003004	Agree	Strongly Agree	Strongly Disagree	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Continue with masks
12845001328	Agree	Strongly Agree	Disagree	Agree	Strongly Agree	Agree	Neutral	Neutral	Strongly Disagree	Allow us to keep some of the changes that have worked well over COVID (teleworking, etc.)
12845000164	Strongly Disagree	Disagree	Agree	Strongly Agree	Agree	Agree	Neutral	Neutral	Agree	Encourage the work needed without interference.
12844993860	Neutral	Neutral	Neutral	Disagree	Neutral	Neutral	Strongly Disagree	Don't Know	Strongly Disagree	no
12844992518	Neutral	Strongly Agree	Agree	Neutral	Strongly Agree	Agree	Neutral	Strongly Agree	Strongly Agree	Vaccine
12844987465	Neutral	Neutral	Agree	Agree	Neutral	Agree	Agree	Neutral	Neutral	Continued encouragement and support, both through in person contact and financial assistance
12844984944	Agree	Agree	Strongly Agree	Agree	Neutral	Strongly Agree	Don't Know	Neutral	Disagree	No, they have been very helpful.

12844972858	Agree	Agree	Neutral	Strongly Agree	Disagree	Disagree	Disagree	Disagree	Neutral	
12844966109	Neutral	Neutral	Neutral	Strongly Disagree	Neutral	Don't Know	Agree	Agree	Don't Know	
12844948616	Neutral	Agree	Agree	Agree	Disagree	Neutral	Neutral	Neutral	Disagree	no
12844939156	Neutral	Disagree	Agree	Disagree	Agree	Neutral	Agree	Neutral	Neutral	None
12844934232	Neutral	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Agree	Na
12844933172	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Neutral	Neutral	Neutral	None
12844916303	Agree	Agree	Agree	Agree	Disagree	Strongly Disagree	Agree	Disagree	Agree	Pay us to stay home for those 10 days of quarantine rather than make us use up our vacation days. COVID is not my fault.
12844915498	Neutral	Neutral	Agree	Neutral	Neutral	Neutral	Agree	Neutral	Neutral	allow employees in a high-risk category or with family members of such to work remote
12844914280	Strongly Disagree	Disagree	Disagree	Disagree	Agree	Neutral	Agree	Agree	Disagree	Just be more respectful of how the company was taking care of us
12844908516	Neutral	Neutral	Agree	Neutral	Agree	Agree	Neutral	Agree	Neutral	
12844908479	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	No
12844902886	Neutral	Neutral	Neutral	Disagree	Neutral	Neutral	Strongly Disagree	Strongly Agree	Strongly Agree	Give us masks
12844885324	Agree	Agree	Neutral	Agree	Agree	Agree	Agree	Agree	Neutral	None
12844881275	Strongly Agree	Agree	Agree	Neutral	Neutral	Agree	Agree	Neutral	Agree	No

12844879777	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	
12844871212	Agree	Agree	Disagree	Strongly Agree	Agree	Strongly Agree	Agree	Agree	Agree	They are amazing that's the best support for employees
12844866314	Neutral	Agree	Agree	Disagree	Agree	Agree	Agree	Disagree	Strongly Disagree	
12844861572	Neutral	Neutral	Disagree	Disagree	Neutral	Disagree	Neutral	Neutral	Neutral	
12844854331	Neutral	Agree	Strongly Disagree	Neutral	Neutral	Agree	Disagree	Disagree	Strongly Disagree	No
12844831156	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Neutral	Agree	Agree	Agree	Agree	
12844827368	Strongly Disagree	Strongly Disagree		Disagree	Agree	Agree	Strongly Agree	Neutral	Agree	They've done well considering the mission
12844824176	Neutral	Neutral	Agree	Agree	Agree	Agree	Neutral	Agree		Be more flexible
12844822550	Strongly Disagree	Disagree	Agree	Strongly Disagree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	by allowing us to work remote instead of calling back in offices
12844816102	Disagree	Strongly Disagree	Disagree	Neutral	Agree	Neutral	Neutral	Strongly Disagree	Strongly Disagree	Pay for internet access and office supplies
12844811687	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Agree	Agree	None
12844776296	Neutral	Neutral	Neutral	Agree	Strongly Agree	Agree	Agree	Neutral	Agree	
12844775983	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	My company did a great job in monitoring our needs during vivid and had procedures for us to follow.
12844771207	Agree	Agree	Agree	Agree	Agree	Neutral	Don't Know	Agree	Disagree	none

12844770813	Neutral	Agree	Agree	Disagree	Disagree	Neutral	Agree	Neutral	Disagree	
12844769210	Disagree	Neutral	Agree		Neutral	Neutral	Disagree	Disagree	Neutral	Simply follow someone else's procedures
12844765895	Strongly Agree	Agree	Agree	Agree	Neutral	Agree	Agree	Agree	Agree	continue to support employees remotely.
12844765282	Agree	Agree	Agree	Agree	Agree	Agree	Strongly Agree	Agree	Strongly Agree	No
12844764155	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Just be understanding of your employees needs
12844763177										
12844762535	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Great
12844760465	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	good
12844741018	Agree	Agree	Agree	Agree	Agree	Agree	Strongly Agree	Don't Know	Don't Know	supportive time, tools, and culture for the new workplace
12844740474	Neutral	Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Our company supports everyone well-being and needs. Our health and safety first.
12844739665	Disagree	Disagree	Agree	Agree	Agree	Disagree	Agree	Agree	Strongly Disagree	None
12844730408	Agree	Disagree	Strongly Agree	Disagree	Strongly Disagree	Disagree	Agree	Disagree	Strongly Disagree	Take more care in keeping employees apart
12844723834	Agree	Agree	Strongly Agree	Neutral	Agree	Agree	Agree	Neutral	Strongly Disagree	No

12844721012	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Don't Know	Strongly Disagree	no
12844711373	Neutral	Strongly Agree	Neutral	Agree	Neutral	Disagree	Disagree	Neutral	Agree	
12844702946	Strongly Disagree	Disagree	Neutral	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Disagree	Strongly Agree	teach and support cleaning of surfaces.
12844699345	Neutral	Neutral	Neutral	Agree	Agree	Agree	Agree	Agree	Disagree	
12844697699	Agree	Agree	Agree	Agree	Neutral	Agree	Agree	Strongly Agree	Neutral	my co has done a good job handling covid on all fronts.
12844695721	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree		Strongly Agree	Strongly Agree	none
12844692068	Agree	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	
12844686411	Neutral	Neutral	Neutral	Neutral	Neutral	Don't Know	Don't Know	Don't Know	Strongly Disagree	Provide an allowance for home office purchases to adapt to WFH needs.
12844685942	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Remote work
12844674955	Agree	Agree	Agree	Disagree	Neutral	Neutral	Agree	Disagree	Disagree	compensation
12844669856	Disagree	Neutral	Neutral	Neutral	Agree	Neutral	Neutral	Agree	Disagree	Truly flexible schedules
12844668715	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	no
12844643527	Agree	Neutral	Neutral	Agree	Agree	Neutral	Disagree	Agree	Neutral	
12844642835	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Nothing everything is good
12844642240	Neutral	Agree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	be more open to suggestions made by employees. assist instead of blowing it off

12844639098	Disagree	Neutral	Disagree	Strongly Disagree	Agree	Neutral	Neutral	Neutral	Strongly Disagree	None
12844638499	Neutral	Disagree	Disagree	Neutral	Neutral	Neutral	Agree	Don't Know	Strongly Disagree	more clarity
12844636191	Agree	Neutral	Disagree	Strongly Disagree	Strongly Agree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	No
12844635671	Neutral	Disagree	Disagree	Strongly Disagree	Neutral	Neutral	Neutral	Disagree	Disagree	Be more focused on Health and Safety and a lot less focused on their bottom line
12844633943	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Agree	Strongly Agree	Don't Know	Strongly Disagree	
12844633178	Agree	Strongly Agree	Neutral	Agree	Disagree	Agree	Neutral	Strongly Agree	Strongly Disagree	No other feedback our company takes care of its employees.
12844633074	Strongly Agree	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Agree	NA
12844629985	Disagree	Disagree	Disagree	Strongly Disagree	Neutral	Neutral	Agree	Agree	Disagree	no

Source: Author

Table 62: Impact on remote working and employee reliability - Survey Raw Data

<i>Respondent ID</i>	My organization inspires employees to work from home whose roles do not demand them to work at the office	Sick leave policies are amended for the time period of the epidemic	My organization has a task force to manage the situation if needed	I feel like I am able to reach my full potential whilst working remotely	I feel comfortable working with my teammates as virtual teams	I feel like I always get feedback, via correct communication channels	I feel I am more productive working from the office	The overall morale in the company is good
12845980173	Agree	Neutral	Neutral	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845978353	Neutral	Disagree	Agree	Neutral	Neutral	Disagree	Neutral	
12845916238	Strongly Agree	Don't Know	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Disagree	Agree
12845891571	Strongly Disagree	Strongly Disagree	Agree	Disagree	Disagree	Disagree	Agree	
12845886141	Agree	Disagree	Disagree	Agree	Agree	Agree	Neutral	Agree
12845885612	Agree	Agree	Strongly Disagree	Strongly Disagree	Neutral	Disagree	Disagree	Neutral
12845884781	Neutral	Strongly Agree	Neutral	Neutral	Agree	Agree	Disagree	Agree
12845884697	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Disagree	Agree
12845882843	Strongly Disagree	Strongly Agree	Agree	Disagree	Strongly Agree	Agree	Disagree	Disagree
12845882714	Strongly Agree	Neutral	Neutral	Agree	Strongly Agree	Neutral	Disagree	Neutral
12845880798	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree
12845880138	Neutral	Agree	Neutral	Neutral	Neutral	Disagree	Strongly Disagree	Strongly Disagree
12845880120	Agree	Agree	Neutral	Disagree	Neutral	Disagree	Agree	Agree
12845877278	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Agree

12845876513	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Strongly Agree	Agree
12845876245	Strongly Agree	Don't Know	Strongly Agree	Disagree	Strongly Agree	Neutral	Agree	Strongly Agree
12845875213	Neutral	Strongly Disagree	Strongly Disagree	Don't Know	Don't Know	Neutral	Agree	Neutral
12845873977	Agree	Agree	Agree	Neutral	Agree	Agree	Strongly Agree	Agree
12845873791	Agree	Strongly Disagree	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Disagree	Disagree
12845873327	Neutral	Disagree	Strongly Disagree	Agree	Agree	Agree	Disagree	Neutral
12845872647	Disagree	Agree	Agree	Disagree	Agree	Agree	Disagree	Agree
12845872493	Strongly Agree	Neutral	Neutral	Strongly Agree	Strongly Agree	Strongly Agree		
12845872100	Strongly Agree	Agree	Agree	Neutral	Agree	Agree	Disagree	Neutral
12845871659	Disagree	Disagree	Disagree	Neutral	Disagree	Disagree	Strongly Disagree	Agree
12845871157	Strongly Disagree	Disagree	Disagree	Strongly Disagree	Strongly Disagree	Disagree	Don't Know	Strongly Disagree
12845870861	Neutral	Agree	Agree	Disagree	Agree	Neutral	Disagree	Agree
12845870860	Disagree	Disagree	Strongly Agree	Disagree	Agree	Agree	Strongly Agree	Agree
12845870859	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree
12845870679	Disagree	Agree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Agree	Agree
12845870053	Agree	Agree	Disagree	Disagree	Disagree	Disagree	Agree	Disagree
12845869875	Disagree	Disagree	Neutral	Disagree	Disagree	Neutral	Disagree	Neutral
12845868742	Don't Know	Strongly Disagree	Strongly Disagree	Don't Know	Strongly Disagree	Disagree	Strongly Disagree	Strongly Disagree
12845868498	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree
12845867771	Neutral	Neutral	Neutral	Neutral	Neutral	Don't Know	Strongly Agree	Neutral

12845867751	Strongly Disagree	Strongly Disagree	Strongly Agree	Strongly Agree	Agree	Agree	Neutral	Neutral
12845867406	Disagree	Neutral	Neutral	Agree	Agree	Agree	Neutral	Agree
12845867347	Neutral	Strongly Disagree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Agree
12845866972	Disagree	Neutral	Agree	Strongly Agree	Disagree	Neutral	Neutral	Agree
12845866417	Disagree	Disagree	Agree	Disagree	Neutral	Agree	Agree	Agree
12845866261	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845865741	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845865679	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845865446	Agree	Neutral	Agree	Strongly Disagree	Neutral	Agree	Strongly Agree	Agree
12845865233	Neutral			Strongly Disagree				
12845864928	Agree	Strongly Agree	Agree	Agree	Neutral	Strongly Agree	Neutral	Strongly Agree
12845864045	Neutral	Disagree	Neutral	Disagree	Neutral	Agree	Strongly Agree	Agree
12845862992	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree
12845861219	Disagree	Neutral	Disagree	Agree	Neutral	Neutral	Neutral	Agree
12845860213	Don't Know	Neutral	Neutral	Neutral	Neutral		Neutral	Neutral
12845854455	Agree	Neutral	Neutral	Don't Know	Don't Know	Don't Know	Neutral	Strongly Disagree
12845847996	Agree	Strongly Agree	Agree	Disagree	Agree	Disagree	Strongly Agree	Agree
12845845757	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845822515	Agree	Agree	Disagree	Disagree	Neutral	Neutral	Agree	Strongly Agree
12845819894	Agree	Agree	Agree	Disagree	Disagree	Agree	Strongly Agree	Disagree
12845816949	Strongly Disagree	Strongly Disagree	Disagree	Neutral	Strongly Disagree	Disagree	Strongly Disagree	Disagree

12845814794	Agree	Agree	Agree	Strongly Agree	Agree	Agree	Agree	Agree
12845810418	Agree	Agree	Agree	Strongly Disagree	Strongly Disagree	Agree	Strongly Agree	Strongly Agree
12845806526	Neutral	Neutral	Neutral	Neutral	Agree	Neutral	Neutral	Disagree
12845801462	Agree	Neutral	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Agree
12845800249	Strongly Disagree	Strongly Disagree	Neutral	Don't Know	Disagree	Strongly Disagree	Strongly Agree	Strongly Disagree
12845798999	Disagree	Disagree	Neutral	Disagree	Disagree	Neutral	Agree	Neutral
12845798836	Strongly Disagree	Neutral	Disagree	Strongly Disagree	Don't Know	Strongly Disagree	Agree	Disagree
12845798582	Neutral	Don't Know	Strongly Disagree	Strongly Disagree	Don't Know	Don't Know	Strongly Agree	Strongly Disagree
12845798103	Neutral	Neutral	Neutral	Disagree	Neutral	Neutral	Neutral	Neutral
12845797164	Disagree	Strongly Agree	Strongly Disagree	Agree	Neutral	Agree	Strongly Disagree	Agree
12845796216	Strongly Agree	Agree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Agree
12845795179	Disagree	Disagree	Don't Know	Strongly Agree	Strongly Agree	Disagree	Strongly Disagree	Disagree
12845794915	Neutral	Strongly Agree	Agree	Neutral	Strongly Disagree	Neutral	Neutral	Strongly Agree
12845794720	Agree	Agree	Neutral	Disagree	Neutral	Strongly Disagree	Disagree	Strongly Disagree
12845793929	Neutral	Strongly Agree	Agree	Neutral	Disagree	Agree	Neutral	Agree
12845793684	Agree	Neutral	Agree	Agree	Neutral	Strongly Disagree	Neutral	Agree
12845793590	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Agree
12845793565	Neutral	Neutral	Neutral	Agree	Strongly Agree	Agree	Neutral	Neutral
12845793522	Neutral	Agree	Agree	Agree	Agree	Agree	Neutral	Agree
12845793000	Disagree	Strongly Disagree	Agree	Strongly Disagree	Agree	Neutral	Disagree	Agree
12845792765	Neutral	Agree	Agree	Neutral	Agree	Agree	Disagree	Agree

12845792523	Agree	Agree	Neutral	Neutral	Strongly Agree	Agree	Strongly Agree	Neutral
12845792400	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	
12845792291	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845792155	Agree	Agree	Agree	Agree			Strongly Agree	Agree
12845791988	Strongly Agree	Strongly Disagree	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Strongly Agree
12845791309	Neutral			Strongly Agree				
12845791142	Neutral	Agree	Strongly Agree	Neutral	Strongly Agree	Strongly Agree	Agree	Agree
12845791082	Disagree	Disagree	Neutral	Disagree	Agree	Neutral	Agree	Agree
12845790361	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845790291	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845789791	Strongly Disagree	Disagree	Strongly Disagree	Strongly Disagree	Neutral	Neutral	Neutral	Neutral
12845789045	Neutral	Strongly Agree	Strongly Agree	Neutral	Neutral	Neutral	Neutral	Strongly Agree
12845788463	Agree			Neutral				
12845788372	Neutral	Neutral	Neutral	Neutral	Neutral	Disagree	Neutral	Neutral
12845786151	Agree	Strongly Agree	Neutral	Agree	Strongly Agree	Agree	Neutral	Agree
12845785761	Strongly Disagree	Agree	Disagree	Strongly Disagree	Strongly Disagree	Disagree	Agree	Neutral
12845785623	Agree	Agree	Agree	Agree	Neutral	Agree	Agree	Agree
12845781405	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree
12845779118	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845778397	Disagree	Strongly Agree	Strongly Agree	Disagree	Agree	Agree	Strongly Disagree	Strongly Agree
12845766865	Agree	Agree	Agree	Agree	Strongly Agree	Agree	Agree	Agree
12845764765	Disagree	Neutral	Agree	Strongly Disagree	Strongly Disagree	Neutral	Strongly Agree	Agree

12845759255	Strongly Agree	Agree	Agree	Neutral	Agree	Disagree	Neutral	Agree
12845755978	Disagree	Agree	Agree	Strongly Agree	Neutral	Neutral	Agree	Agree
12845753973	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845753922	Neutral	Disagree		Strongly Agree	Strongly Agree	Neutral	Strongly Disagree	Neutral
12845750562	Strongly Disagree	Strongly Disagree	Disagree	Strongly Agree	Agree	Neutral	Strongly Agree	Neutral
12845748981	Neutral	Agree	Neutral	Neutral	Disagree	Neutral	Neutral	Neutral
12845732972	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Strongly Disagree	Neutral	Strongly Disagree
12845731891	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845719973	Neutral	Neutral	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Disagree	Neutral
12845713529	Neutral	Agree		Agree	Neutral	Neutral	Neutral	Neutral
12845710877	Agree			Neutral	Agree	Neutral	Neutral	Neutral
12845710771	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Neutral	Neutral	Agree
12845705238	Don't Know	Agree	Strongly Agree	Disagree	Disagree	Neutral	Strongly Agree	Strongly Agree
12845678208	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Neutral	Neutral	Strongly Agree
12845671088	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree
12845664312	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Agree	Strongly Disagree	Neutral	Strongly Disagree
12845662488	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845658175	Disagree	Disagree	Disagree	Disagree	Agree	Agree	Agree	Strongly Agree
12845650033	Agree	Agree	Don't Know	Strongly Disagree	Neutral	Disagree	Strongly Agree	Strongly Agree
12845645500	Agree	Agree	Neutral	Agree	Agree	Agree	Agree	Agree
12845644642	Strongly Agree	Strongly Agree	Strongly Disagree	Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree

12845635986	Neutral	Disagree	Disagree	Strongly Disagree	Disagree	Strongly Disagree	Disagree	Neutral
12845631174	Agree	Don't Know	Neutral	Agree	Agree	Agree	Agree	Agree
12845627101	Neutral	Disagree	Disagree	Agree	Agree	Neutral	Agree	Neutral
12845621658	Neutral	Strongly Agree	Neutral	Agree	Strongly Agree	Neutral	Strongly Disagree	Neutral
12845618668	Agree	Agree	Don't Know	Neutral	Neutral	Neutral	Agree	Disagree
12845608952	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845608556	Don't Know	Don't Know	Don't Know	Agree	Agree	Agree	Don't Know	Agree
12845597300	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Agree	Strongly Agree	Neutral	Strongly Disagree	Strongly Disagree
12845596746	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845594913	Agree	Strongly Agree	Agree	Disagree	Agree	Agree	Strongly Agree	Strongly Agree
12845586109	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Strongly Disagree	Don't Know
12845586035	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845578643	Neutral	Neutral	Neutral	Agree	Strongly Agree	Neutral	Neutral	Disagree
12845574864	Strongly Agree	Disagree	Neutral	Agree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree
12845568248	Strongly Disagree	Agree	Strongly Disagree	Strongly Agree	Strongly Agree	Neutral	Neutral	Strongly Disagree
12845562648	Strongly Disagree	Strongly Agree	Neutral	Strongly Disagree	Strongly Disagree	Neutral	Strongly Agree	Strongly Agree
12845560522	Strongly Disagree	Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Disagree
12845557747	Strongly Agree	Don't Know	Don't Know	Neutral	Agree	Agree	Neutral	Agree
12845553676	Strongly Disagree	Disagree	Disagree	Strongly Agree	Strongly Agree	Strongly Disagree	Disagree	Disagree
12845553269	Strongly Disagree	Strongly Disagree	Strongly Disagree	Disagree	Neutral	Disagree	Agree	Strongly Disagree

12845544161	Disagree	Disagree	Strongly Disagree	Strongly Disagree	Neutral	Neutral	Strongly Agree	Agree
12845543062	Strongly Agree	Agree	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Disagree	Neutral
12845540209	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree
12845522821	Agree	Neutral	Agree	Agree	Strongly Agree	Agree	Agree	Strongly Agree
12845522272	Strongly Agree	Agree	Agree	Agree	Strongly Agree	Agree	Agree	Agree
12845519889	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845519598	Neutral	Agree	Neutral	Neutral	Neutral	Neutral	Strongly Agree	Neutral
12845511454	Strongly Disagree			Disagree				
12845497510	Disagree	Strongly Agree	Agree	Agree	Agree	Agree	Strongly Agree	Neutral
12845492040	Neutral	Neutral	Neutral	Agree	Agree	Agree	Agree	Agree
12845490566	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Neutral
12845489220	Don't Know	Disagree	Disagree	Strongly Disagree	Disagree	Disagree	Disagree	Disagree
12845482448	Agree	Agree	Don't Know	Agree	Agree	Agree	Agree	Agree
12845478440	Neutral			Agree				
12845477476	Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree
12845468714	Agree	Agree	Neutral	Neutral	Agree	Neutral	Neutral	Agree
12845454470	Strongly Agree	Strongly Disagree	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Disagree	Disagree
12845450861	Disagree		Disagree	Neutral	Neutral		Strongly Disagree	Strongly Agree
12845447325	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845440938	Don't Know	Agree	Don't Know	Strongly Disagree	Disagree	Neutral	Strongly Agree	Disagree

12845438959	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845437338	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Agree
12845437254	Neutral			Neutral				
12845435714	Neutral	Agree	Agree	Agree	Agree	Agree	Agree	Neutral
12845433246	Agree	Strongly Agree	Agree	Strongly Disagree	Strongly Agree	Agree	Strongly Agree	Strongly Agree
12845432218	Agree	Neutral	Strongly Agree	Neutral	Neutral	Strongly Agree	Neutral	Strongly Agree
12845429204	Agree	Strongly Disagree	Don't Know	Strongly Agree	Strongly Agree	Disagree	Strongly Disagree	Disagree
12845428526	Strongly Disagree			Strongly Disagree				
12845424870	Neutral	Neutral	Agree	Agree	Agree	Agree	Disagree	Neutral
12845424511	Neutral	Strongly Disagree	Agree	Neutral	Agree	Agree	Disagree	
12845417201	Agree	Neutral	Agree	Agree	Neutral	Agree	Neutral	Neutral
12845411977	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845411745	Neutral	Agree	Neutral	Strongly Agree	Neutral	Disagree	Strongly Disagree	Neutral
12845410221	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Disagree	Disagree	Neutral	Strongly Disagree
12845408879	Agree	Agree	Don't Know	Strongly Agree	Strongly Agree	Agree	Strongly Disagree	Don't Know
12845404081	Neutral	Disagree	Disagree	Neutral	Neutral	Strongly Disagree	Agree	Strongly Disagree
12845398548	Agree	Disagree	Strongly Disagree	Strongly Agree	Agree	Agree	Strongly Disagree	Agree
12845386548	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Agree	Agree	Strongly Disagree	Strongly Disagree
12845385952	Neutral	Agree	Agree	Agree	Disagree	Neutral	Agree	Strongly Disagree
12845381663	Agree	Agree	Agree	Don't Know	Don't Know	Don't Know	Don't Know	Neutral

12845381013	Agree	Disagree	Agree	Agree	Agree	Agree	Neutral	Agree
12845380510	Strongly Agree	Strongly Disagree	Strongly Disagree	Agree	Agree	Strongly Disagree	Disagree	Strongly Disagree
12845378831	Strongly Agree	Strongly Agree	Strongly Agree	Don't Know	Don't Know	Strongly Agree	Strongly Agree	Agree
12845377462	Strongly Agree	Strongly Agree		Strongly Agree				
12845363981	Strongly Disagree	Neutral	Agree	Strongly Disagree	Agree	Agree	Strongly Agree	Strongly Agree
12845360519	Disagree	Disagree	Don't Know	Strongly Disagree	Neutral	Disagree	Agree	Disagree
12845357557	Agree	Disagree	Agree	Agree	Strongly Agree	Neutral	Disagree	Don't Know
12845356071	Strongly Disagree	Strongly Disagree	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Disagree	Agree
12845350675	Disagree	Disagree	Neutral	Disagree	Agree	Agree	Strongly Agree	Agree
12845342843	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Agree	Don't Know	Agree	Strongly Disagree
12845336483	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree
12845334774	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Agree	Agree
12845334706	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845330384	Neutral	Neutral	Disagree	Disagree	Disagree	Disagree	Neutral	Disagree
12845330373	Agree	Neutral	Neutral	Agree	Agree	Agree	Agree	Disagree
12845330149	Disagree	Agree	Disagree	Strongly Disagree	Agree	Strongly Disagree	Agree	Disagree
12845327086	Agree	Disagree	Agree	Agree	Agree	Agree	Disagree	Agree
12845320505	Don't Know	Strongly Disagree	Disagree	Disagree	Strongly Agree	Strongly Agree	Disagree	Neutral
12845315808	Agree	Don't Know	Don't Know	Strongly Disagree	Disagree	Disagree	Disagree	
12845310295	Disagree	Strongly Agree	Disagree	Strongly Disagree	Neutral	Agree	Strongly Agree	Agree

12845307297	Strongly Agree	Agree	Neutral	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree
12845293766	Strongly Agree	Don't Know	Don't Know	Agree	Strongly Agree	Neutral	Disagree	Don't Know
12845289630	Neutral	Strongly Agree	Strongly Agree	Strongly Disagree	Neutral	Neutral	Strongly Agree	Strongly Agree
12845288860	Agree	Disagree	Don't Know	Strongly Disagree	Neutral	Neutral	Neutral	Neutral
12845288645	Neutral	Neutral	Strongly Disagree	Neutral	Agree	Disagree	Strongly Agree	Disagree
12845288084	Neutral	Neutral	Neutral	Disagree	Agree	Neutral	Strongly Agree	Neutral
12845288036	Agree	Agree	Agree	Agree	Agree	Agree	Disagree	Agree
12845268211	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Agree	Strongly Agree
12845266553	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Strongly Disagree
12845264600	Disagree	Agree	Neutral	Strongly Agree	Agree	Agree	Strongly Disagree	Agree
12845261910	Neutral	Neutral	Disagree	Agree	Agree	Agree	Neutral	Neutral
12845250663	Neutral	Strongly Agree	Don't Know		Agree	Agree	Neutral	Agree
12845243311	Strongly Disagree	Disagree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Neutral
12845239474	Strongly Agree	Disagree	Agree	Agree	Strongly Agree	Neutral	Neutral	Agree
12845237696	Agree	Agree	Strongly Disagree	Neutral	Neutral	Neutral	Neutral	Agree
12845237006	Strongly Agree	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Agree
12845236076	Don't Know	Neutral	Neutral	Don't Know		Strongly Agree		Strongly Agree
12845235329	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845232067	Disagree	Neutral	Disagree	Disagree	Disagree	Disagree	Neutral	Neutral
12845217876	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree

12845217344	Strongly Disagree	Strongly Disagree	Neutral	Strongly Agree	Strongly Agree	Agree	Strongly Disagree	Strongly Disagree
12845214585	Strongly Agree	Strongly Disagree	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Agree
12845214429	Don't Know			Don't Know				
12845211131	Strongly Disagree	Disagree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845208187	Strongly Disagree	Strongly Disagree	Neutral	Strongly Agree	Strongly Agree	Disagree	Neutral	Strongly Disagree
12845203725	Strongly Agree	Neutral	Strongly Disagree	Agree	Agree	Agree	Disagree	Agree
12845203577	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Disagree	Agree
12845203332	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845198999	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Disagree	Agree
12845188657	Neutral	Neutral	Don't Know	Strongly Agree	Strongly Agree	Agree	Disagree	Agree
12845185006	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Agree	Agree
12845170055	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Agree	Strongly Agree	Neutral	Neutral	Neutral
12845164469	Disagree	Agree	Agree	Disagree	Neutral	Agree	Neutral	Agree
12845163088	Agree	Agree	Disagree	Neutral	Neutral	Disagree	Agree	Strongly Disagree
12845139708	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845138071	Don't Know	Strongly Disagree	Don't Know	Don't Know	Don't Know	Strongly Agree	Don't Know	Neutral
12845133111	Strongly Agree	Agree	Neutral	Strongly Agree	Agree	Agree	Neutral	Strongly Agree
12845130180	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Neutral	Agree	Neutral
12845123507	Strongly Agree			Strongly Agree				

12845122141	Strongly Agree	Strongly Agree	Strongly Agree					
12845106155	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Agree
12845104539	Disagree	Strongly Agree	Agree	Disagree	Agree	Disagree	Strongly Agree	Disagree
12845101574	Agree	Neutral	Strongly Agree	Strongly Disagree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree
12845100437	Don't Know	Strongly Agree	Don't Know	Don't Know	Don't Know	Agree	Agree	Agree
12845099789	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Agree
12845087761	Neutral	Agree	Disagree	Disagree	Disagree	Disagree	Agree	Neutral
12845075024	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Agree
12845058343	Agree	Agree		Agree	Agree	Agree	Agree	
12845043137	Agree	Neutral	Neutral	Agree	Agree	Agree	Neutral	Strongly Agree
12845033550	Neutral	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845031860	Strongly Disagree	Strongly Disagree	Neutral	Strongly Disagree	Neutral	Neutral	Strongly Agree	Strongly Agree
12845015873	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Agree	Strongly Agree	Disagree	Strongly Agree
12845009323	Agree	Strongly Agree	Disagree	Neutral	Strongly Agree	Disagree	Agree	Agree
12845003004	Agree	Agree	Disagree	Agree	Agree	Neutral	Strongly Disagree	Disagree
12845001328	Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Agree
12845000164	Disagree	Strongly Disagree	Strongly Agree	Strongly Disagree	Disagree	Disagree	Strongly Agree	Neutral
12844993860	Strongly Disagree	Agree	Neutral	Strongly Disagree	Strongly Disagree	Neutral	Strongly Agree	Neutral
12844992518	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	
12844987465	Neutral	Agree	Agree	Neutral	Agree	Agree	Agree	Agree

12844984944	Don't Know	Strongly Agree	Agree	Don't Know	Don't Know	Agree	Agree	Agree
12844972858	Neutral	Agree	Disagree	Strongly Agree	Strongly Agree	Neutral	Neutral	Disagree
12844966109	Strongly Disagree	Strongly Disagree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Disagree
12844948616	Disagree	Disagree	Disagree	Neutral	Neutral	Agree	Strongly Disagree	Agree
12844939156	Disagree	Disagree	Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Disagree
12844934232	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Agree	Strongly Agree
12844933172	Strongly Agree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Disagree	Strongly Agree
12844916303	Agree	Agree	Agree	Strongly Disagree	Agree	Agree	Agree	Disagree
12844915498	Neutral	Disagree	Neutral	Neutral	Strongly Agree	Neutral	Strongly Disagree	Neutral
12844914280	Neutral	Disagree	Neutral	Strongly Disagree	Neutral	Disagree	Neutral	Agree
12844908516	Agree	Agree	Agree	Disagree	Agree	Agree	Agree	Agree
12844908479	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844902886	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Neutral	Don't Know	Strongly Disagree
12844885324	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Disagree	Strongly Agree
12844881275	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Neutral	Neutral
12844879777	Strongly Agree	Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844871212	Neutral	Agree	Strongly Agree	Agree	Agree	Agree	Neutral	Agree
12844866314	Neutral	Strongly Disagree	Neutral	Disagree	Agree	Neutral	Agree	Agree

12844861572	Don't Know	Don't Know	Don't Know	Neutral	Neutral	Disagree	Disagree	Don't Know
12844854331	Strongly Disagree	Strongly Disagree	Neutral	Strongly Agree	Agree	Neutral	Strongly Disagree	Neutral
12844831156	Neutral	Agree	Agree	Strongly Disagree	Agree	Neutral	Strongly Agree	Neutral
12844827368	Strongly Agree	Agree	Disagree	Strongly Agree	Agree	Disagree	Neutral	Neutral
12844824176	Neutral	Agree	Agree	Disagree	Agree	Neutral	Strongly Agree	Agree
12844822550	Strongly Disagree	Strongly Disagree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Agree
12844816102	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Strongly Disagree	Strongly Disagree	Disagree
12844811687	Neutral	Agree	Neutral	Strongly Disagree	Neutral	Neutral	Neutral	Neutral
12844776296	Neutral	Agree	Agree	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12844775983	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree
12844771207	Neutral	Agree	Agree	Agree	Agree	Neutral	Agree	Agree
12844770813	Strongly Disagree	Agree	Disagree	Neutral	Neutral	Neutral	Neutral	Neutral
12844769210	Strongly Disagree	Agree	Neutral	Neutral	Neutral	Agree	Disagree	Neutral
12844765895	Strongly Agree	Disagree	Neutral	Agree	Agree	Agree	Neutral	Agree
12844765282	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Agree
12844764155	Strongly Agree	Strongly Agree	Neutral	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844763177								
12844762535	Strongly Agree	Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Disagree	Strongly Agree
12844760465	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844741018	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	Agree

12844740474	Strongly Agree	Strongly Agree	Strongly Agree	Don't Know	Don't Know	Agree	Don't Know	Strongly Agree
12844739665	Agree	Agree	Disagree	Agree	Agree	Disagree	Neutral	Agree
12844730408	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Neutral	Strongly Disagree	Disagree	Disagree
12844723834	Agree	Strongly Agree	Disagree	Disagree	Neutral	Neutral	Strongly Agree	Disagree
12844721012	Agree	Agree	Agree	Agree	Neutral	Agree	Agree	Agree
12844711373	Disagree	Neutral	Neutral	Don't Know	Agree	Neutral	Neutral	Neutral
12844702946	Neutral	Strongly Disagree	Strongly Disagree	Disagree	Agree	Disagree	Neutral	Disagree
12844699345	Agree	Agree	Agree	Disagree	Neutral	Neutral	Strongly Agree	Agree
12844697699	Strongly Agree	Agree	Agree	Agree	Neutral	Agree	Disagree	Neutral
12844695721	Strongly Agree		Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	
12844692068	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree
12844686411	Agree	Don't Know	Don't Know	Agree	Agree	Neutral	Strongly Disagree	Don't Know
12844685942	Disagree	Agree	Agree	Strongly Agree	Neutral	Neutral	Disagree	Agree
12844674955	Neutral	Disagree	Agree	Strongly Disagree	Disagree	Neutral	Strongly Disagree	Strongly Disagree
12844669856	Neutral	Disagree	Neutral	Agree	Agree	Disagree	Strongly Disagree	Neutral
12844668715	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12844643527	Neutral	Agree	Neutral	Neutral	Disagree	Agree	Agree	Agree
12844642835	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree
12844642240	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12844639098	Strongly Disagree	Disagree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Don't Know	Strongly Disagree

12844638499	Strongly Disagree	Strongly Disagree	Agree	Don't Know	Disagree	Disagree	Strongly Agree	Strongly Disagree
12844636191	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Disagree	Strongly Disagree
12844635671	Strongly Disagree	Disagree	Strongly Disagree	Strongly Agree	Agree	Neutral	Strongly Disagree	Strongly Disagree
12844633943	Agree	Strongly Agree	Neutral	Agree	Neutral	Disagree	Neutral	Agree
12844633178	Disagree	Strongly Agree	Neutral	Strongly Disagree	Neutral	Disagree	Strongly Agree	Agree
12844633074	Strongly Agree	Agree	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Agree
12844629985	Strongly Disagree	Neutral	Strongly Agree	Strongly Agree	Agree	Agree	Neutral	Disagree

Source: Author

Table 63: Distractions faced whilst working from home - Survey Raw Data

<i>Respondent ID</i>	<i>At-home childcare</i>	<i>General worry about impact of COVID-19 on my life</i>	<i>Internet connectivity</i>	<i>Difficulty in keeping working schedule regular</i>	<i>Increased screen time</i>	<i>Increased working hours</i>	<i>No physical workspace</i>
12845980173	Neutral	Disagree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845978353	Neutral		Agree	Disagree	Agree	Agree	
12845916238	Strongly Disagree	Agree	Strongly Agree	Disagree	Strongly Agree	Agree	Strongly Disagree
12845891571		Neutral	Neutral	Agree	Agree	Disagree	Agree
12845886141	Disagree	Disagree	Disagree	Agree	Agree	Disagree	Agree
12845885612	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845884781	Neutral	Agree	Agree	Disagree	Agree	Neutral	Disagree
12845884697	Disagree	Agree	Strongly Disagree	Disagree	Strongly Disagree	Disagree	Disagree
12845882843	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Agree	Don't Know	Strongly Disagree
12845882714	Neutral	Agree	Strongly Disagree	Agree	Agree	Agree	Disagree
12845880798	Strongly Disagree	Neutral	Agree	Disagree	Neutral	Neutral	Disagree
12845880138	Strongly Disagree	Agree	Agree	Agree	Strongly Agree	Disagree	Don't Know
12845880120	Agree	Disagree	Agree	Agree	Strongly Agree	Agree	Agree
12845877278	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845876513	Agree	Neutral	Agree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree
12845876245	Strongly Disagree	Neutral	Neutral	Agree	Agree	Neutral	Agree
12845875213	Strongly Disagree	Agree	Neutral	Strongly Disagree	Agree	Disagree	Agree

12845873977	Strongly Disagree	Agree	Strongly Agree	Strongly Disagree	Agree	Strongly Disagree	Strongly Disagree
12845873791	Strongly Disagree	Disagree	Disagree	Disagree	Agree	Agree	Disagree
12845873327	Strongly Disagree	Agree	Strongly Agree	Neutral	Agree	Agree	Agree
12845872647	Don't Know	Neutral	Disagree	Agree	Strongly Agree	Strongly Agree	Agree
12845872493	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Disagree
12845872100	Strongly Disagree	Disagree	Disagree	Neutral	Strongly Agree	Agree	Neutral
12845871659	Neutral	Strongly Disagree	Disagree	Neutral	Neutral	Agree	Strongly Agree
12845871157	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Disagree	Disagree
12845870861	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845870860	Neutral	Disagree	Agree	Disagree	Strongly Agree	Neutral	Neutral
12845870859	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree		Strongly Agree
12845870679	Don't Know	Neutral	Agree	Neutral	Disagree	Disagree	Neutral
12845870053	Neutral	Agree	Disagree	Disagree	Disagree	Disagree	Disagree
12845869875	Neutral	Neutral	Neutral	Disagree	Neutral	Neutral	Neutral
12845868742	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Don't Know	Don't Know	Strongly Disagree
12845868498	Strongly Agree	Neutral	Strongly Agree	Strongly Disagree	Strongly Agree	Strongly Disagree	Strongly Disagree
12845867771	Neutral	Strongly Disagree	Neutral	Neutral	Neutral	Neutral	Neutral
12845867751	Agree	Agree	Strongly Disagree	Neutral	Disagree	Strongly Agree	Neutral
12845867406	Disagree	Neutral	Agree	Agree	Agree	Neutral	Disagree
12845867347	Strongly Disagree	Neutral	Disagree	Strongly Disagree	Disagree	Strongly Disagree	Neutral
12845866972	Strongly Disagree	Agree	Agree	Agree	Agree	Neutral	Agree
12845866417	Don't Know	Disagree	Agree	Neutral	Neutral	Disagree	Disagree

12845866261	Agree	Neutral	Neutral	Agree	Agree	Agree	Disagree
12845865741	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845865679	Strongly Agree	Strongly Disagree	Strongly Disagree	Agree	Strongly Agree	Strongly Disagree	Strongly Disagree
12845865446	Don't Know	Agree	Strongly Agree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree
12845865233	Neutral	Strongly Disagree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845864928	Agree	Strongly Agree	Neutral	Agree	Neutral	Agree	Neutral
12845864045	Agree	Disagree	Neutral	Agree	Agree	Disagree	Disagree
12845862992	Neutral	Agree	Agree	Neutral	Strongly Agree	Neutral	Disagree
12845861219	Don't Know	Disagree	Strongly Agree	Strongly Agree	Agree	Neutral	Neutral
12845860213	Neutral	Neutral	Neutral	Neutral	Agree	Neutral	Neutral
12845854455	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845847996	Strongly Disagree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Don't Know	Neutral
12845845757	Neutral	Agree	Agree	Neutral	Agree	Agree	Agree
12845822515	Disagree	Disagree	Strongly Agree	Disagree	Agree	Neutral	Disagree
12845819894	Don't Know	Strongly Disagree	Agree	Agree	Agree	Agree	Disagree
12845816949	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845814794	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845810418	Strongly Disagree	Strongly Agree	Agree	Strongly Agree	Neutral	Strongly Agree	Neutral
12845806526	Neutral	Agree	Disagree	Disagree	Agree	Strongly Agree	Neutral
12845801462	Strongly Disagree	Neutral	Strongly Disagree	Strongly Disagree	Disagree	Disagree	Strongly Agree
12845800249	Don't Know	Strongly Agree	Agree	Disagree	Strongly Agree	Neutral	Disagree
12845798999	Strongly Disagree	Agree	Agree	Agree	Neutral	Neutral	Disagree
12845798836	Don't Know	Neutral	Neutral	Don't Know	Don't Know	Neutral	Neutral
12845798582	Don't Know	Neutral	Strongly Agree	Strongly Disagree	Don't Know	Don't Know	Don't Know

12845798103	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845797164	Disagree		Agree	Neutral	Strongly Agree	Strongly Agree	Neutral
12845796216	Strongly Disagree	Neutral	Agree	Disagree	Agree	Disagree	Agree
12845795179	Don't Know	Disagree	Strongly Disagree	Disagree	Disagree	Strongly Disagree	Strongly Disagree
12845794915	Don't Know	Disagree	Agree	Neutral	Agree	Agree	Strongly Disagree
12845794720	Neutral	Strongly Disagree	Neutral	Neutral	Disagree	Disagree	Strongly Disagree
12845793929	Agree	Strongly Agree	Strongly Disagree	Neutral	Strongly Agree	Neutral	Strongly Agree
12845793684	Agree	Disagree	Agree	Neutral	Agree	Neutral	Strongly Disagree
12845793590	Agree	Disagree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845793565	Strongly Disagree	Neutral	Disagree	Disagree	Disagree	Disagree	Strongly Disagree
12845793522	Strongly Disagree	Agree	Agree	Strongly Disagree	Neutral	Disagree	Neutral
12845793000	Strongly Disagree	Agree	Strongly Agree	Strongly Disagree	Neutral	Disagree	Neutral
12845792765	Neutral	Neutral	Agree	Strongly Agree	Agree	Agree	Agree
12845792523	Agree	Agree	Strongly Agree	Disagree	Agree	Disagree	Agree
12845792400	Strongly Disagree	Agree	Disagree	Disagree	Agree	Agree	Agree
12845792291	Don't Know	Don't Know	Don't Know	Agree	Agree	Don't Know	Neutral
12845792155	Neutral	Neutral	Agree	Agree	Agree	Agree	Agree
12845791988	Neutral	Strongly Disagree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Disagree
12845791309	Agree						
12845791142	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree
12845791082	Strongly Disagree	Strongly Disagree	Disagree	Disagree	Disagree	Disagree	Disagree

12845790361	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree
12845790291	Agree	Agree	Agree	Agree	Agree	Neutral	Agree
12845789791	Strongly Disagree	Disagree	Agree	Neutral	Disagree	Agree	Agree
12845789045	Don't Know	Neutral	Strongly Agree	Don't Know	Neutral	Strongly Agree	Agree
12845788463	Neutral						
12845788372	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845786151	Neutral	Neutral	Disagree	Neutral	Neutral	Neutral	Neutral
12845785761	Don't Know	Agree	Neutral	Agree	Agree	Neutral	Agree
12845785623	Agree	Agree	Agree	Agree	Strongly Agree	Agree	Agree
12845781405	Neutral	Agree	Neutral	Agree	Strongly Agree	Neutral	Neutral
12845779118	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845778397	Agree	Strongly Agree	Neutral	Strongly Agree	Agree	Disagree	Strongly Agree
12845766865	Agree	Agree	Agree	Disagree	Neutral	Neutral	Neutral
12845764765	Strongly Agree	Agree	Agree	Neutral	Agree	Agree	Agree
12845759255	Strongly Disagree	Agree	Neutral	Neutral	Strongly Agree	Agree	Disagree
12845755978	Disagree	Neutral	Agree	Agree	Strongly Disagree	Agree	Agree
12845753973	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845753922	Agree	Strongly Agree	Neutral	Disagree	Strongly Agree	Neutral	Neutral
12845750562	Strongly Agree	Neutral	Neutral	Neutral	Agree	Agree	Agree
12845748981	Neutral	Disagree	Agree	Agree	Agree	Neutral	Agree
12845732972	Strongly Disagree	Agree	Strongly Agree	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Disagree
12845731891	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845719973	Strongly Disagree	Agree	Strongly Disagree	Strongly Disagree	Agree	Neutral	Neutral
12845713529	Neutral	Agree	Agree	Agree	Neutral	Agree	Agree

12845710877	Disagree	Agree	Agree	Agree	Agree	Agree	Agree
12845710771	Strongly Agree	Strongly Agree	Agree	Agree	Neutral	Neutral	Neutral
12845705238	Neutral	Neutral	Neutral	Disagree	Agree	Disagree	Agree
12845678208	Agree	Strongly Agree	Neutral	Agree	Agree	Strongly Agree	Neutral
12845671088	Agree	Agree	Strongly Disagree	Disagree	Agree	Agree	Agree
12845664312	Strongly Disagree	Neutral	Disagree	Agree	Strongly Agree	Agree	Strongly Agree
12845662488	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845658175	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Disagree	Disagree	Disagree
12845650033	Disagree	Neutral	Neutral	Agree	Strongly Agree	Agree	Strongly Agree
12845645500	Agree	Agree	Agree	Neutral	Agree	Disagree	Neutral
12845644642	Don't Know	Neutral	Strongly Disagree	Agree	Agree	Neutral	Agree
12845635986	Disagree	Agree		Strongly Agree	Strongly Disagree	Strongly Agree	Strongly Disagree
12845631174	Strongly Disagree	Strongly Agree	Disagree	Disagree	Disagree	Disagree	Disagree
12845627101	Neutral	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Neutral
12845621658	Strongly Disagree	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Disagree
12845618668	Disagree	Disagree	Neutral	Neutral	Agree	Agree	Neutral
12845608952	Neutral	Neutral	Neutral	Neutral	Neutral	Agree	Don't Know
12845608556	Don't Know	Strongly Disagree	Neutral	Neutral	Neutral	Neutral	Neutral
12845597300	Strongly Disagree	Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845596746	Agree		Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	
12845594913	Strongly Agree	Neutral	Disagree	Agree	Strongly Agree	Strongly Disagree	Agree

12845586109	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845586035	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Agree	Neutral	Neutral
12845578643	Agree	Strongly Agree	Disagree	Strongly Disagree	Agree	Agree	Strongly Agree
12845574864	Strongly Agree	Strongly Disagree	Agree	Disagree	Disagree	Neutral	Neutral
12845568248	Strongly Disagree	Neutral	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845562648	Don't Know	Strongly Disagree	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845560522	Don't Know	Disagree	Strongly Agree	Agree	Agree	Disagree	Agree
1284557747	Strongly Disagree	Neutral	Neutral	Neutral	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845553676	Agree	Disagree	Disagree	Agree	Agree	Strongly Agree	Strongly Disagree
12845553269	Strongly Disagree	Agree	Neutral	Neutral	Agree	Agree	Neutral
12845544161	Agree	Agree	Neutral	Agree	Agree	Neutral	Neutral
12845543062	Strongly Disagree	Agree	Agree	Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845540209	Agree	Agree	Agree	Disagree	Agree	Neutral	Neutral
12845522821	Disagree	Strongly Agree	Strongly Agree	Disagree	Disagree	Disagree	Disagree
12845522272	Agree	Agree	Agree	Neutral	Agree	Agree	Agree
12845519889	Strongly Disagree	Strongly Disagree	Strongly Disagree	Disagree	Strongly Disagree	Neutral	Strongly Agree
12845519598	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845511454	Neutral						
12845497510	Strongly Agree	Neutral	Agree	Agree	Agree	Disagree	Strongly Agree
12845492040	Neutral	Strongly Disagree	Agree	Neutral	Disagree	Disagree	Disagree
12845490566	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Neutral	Disagree
12845489220	Neutral	Don't Know	Disagree	Strongly Disagree	Disagree	Agree	Strongly Disagree
12845482448	Strongly Disagree	Strongly Disagree	Disagree	Strongly Disagree	Agree	Neutral	Neutral

12845478440	Disagree						
12845477476	Strongly Agree	Neutral	Neutral	Neutral	Neutral	Strongly Agree	Disagree
12845468714	Agree	Agree	Neutral	Agree	Strongly Agree	Agree	Agree
12845454470	Strongly Disagree	Strongly Agree	Disagree	Strongly Disagree	Agree	Disagree	Disagree
12845450861	Strongly Agree	Strongly Disagree	Strongly Agree	Strongly Disagree	Strongly Agree	Don't Know	Neutral
12845447325	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845440938	Neutral	Agree	Agree	Neutral	Strongly Agree	Strongly Disagree	Disagree
12845438959	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845437338	Strongly Disagree	Agree	Strongly Disagree	Disagree	Disagree	Disagree	Disagree
12845437254	Neutral						
12845435714	Agree	Agree	Neutral	Strongly Disagree	Agree	Disagree	Disagree
12845433246	Strongly Disagree	Neutral	Strongly Agree	Agree	Neutral	Strongly Agree	Strongly Disagree
12845432218	Strongly Disagree	Agree	Strongly Agree	Strongly Disagree	Neutral	Neutral	
12845429204	Strongly Disagree	Disagree	Disagree	Disagree	Disagree	Agree	Agree
12845428526	Don't Know						
12845424870	Disagree	Disagree	Agree	Neutral	Agree	Disagree	Agree
12845424511	Strongly Disagree	Agree	Agree				
12845417201	Strongly Disagree	Neutral	Disagree	Agree	Agree	Agree	Strongly Agree
12845411977	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Agree	Strongly Agree
12845411745	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Neutral
12845410221	Agree	Agree	Agree	Agree	Strongly Agree	Agree	Strongly Agree

12845408879	Don't Know	Neutral	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845404081	Strongly Disagree	Neutral	Disagree	Agree	Agree	Disagree	Agree
12845398548	Don't Know	Disagree	Strongly Disagree	Strongly Disagree	Neutral	Neutral	Strongly Disagree
12845386548	Agree	Strongly Disagree	Agree	Disagree	Strongly Agree	Disagree	Strongly Disagree
12845385952	Neutral	Disagree	Agree	Neutral	Agree	Strongly Agree	Disagree
12845381663	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845381013	Disagree	Strongly Disagree	Disagree	Disagree	Agree	Agree	Strongly Disagree
12845380510	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Agree	Agree	Agree
12845378831	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845377462	Disagree	Agree	Agree	Agree	Agree	Agree	Agree
12845363981	Strongly Agree	Agree	Neutral	Agree	Strongly Agree	Neutral	Agree
12845360519	Neutral	Agree	Agree	Agree	Strongly Agree	Agree	Agree
12845357557	Don't Know	Agree	Agree	Disagree	Agree	Disagree	Disagree
12845356071	Agree	Neutral	Neutral	Agree	Agree	Neutral	Agree
12845350675	Strongly Agree	Strongly Disagree	Disagree	Strongly Agree	Agree	Agree	Agree
12845342843	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845336483	Strongly Disagree	Disagree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845334774	Strongly Disagree	Disagree	Neutral	Disagree	Disagree	Agree	Disagree
12845334706	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845330384	Disagree	Agree	Agree	Neutral	Neutral	Disagree	Disagree
12845330373	Strongly Disagree	Agree	Strongly Agree	Disagree	Disagree	Agree	Agree

12845330149	Strongly Disagree	Strongly Disagree	Strongly Agree	Strongly Disagree	Strongly Agree	Disagree	Disagree
12845327086	Disagree	Disagree	Agree	Disagree	Disagree	Disagree	Disagree
12845320505	Disagree	Strongly Agree	Agree	Strongly Agree	Disagree	Agree	Neutral
12845315808	Strongly Disagree	Agree	Strongly Disagree	Strongly Disagree	Agree	Strongly Disagree	Disagree
12845310295	Neutral	Strongly Agree	Agree	Agree	Neutral	Neutral	Disagree
12845307297	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Agree	Agree
12845293766	Disagree	Neutral	Disagree	Disagree	Disagree	Neutral	Disagree
12845289630	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845288860	Strongly Agree	Agree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Agree
12845288645	Strongly Disagree	Neutral	Neutral	Neutral	Agree	Agree	Neutral
12845288084	Strongly Disagree	Neutral	Agree	Neutral	Strongly Agree	Strongly Agree	Neutral
12845288036	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845268211	Agree	Agree	Strongly Agree	Neutral	Neutral	Agree	Strongly Agree
12845266553	Neutral	Agree	Neutral	Neutral	Neutral	Agree	Agree
12845264600	Strongly Agree	Disagree	Strongly Disagree	Strongly Disagree	Disagree	Disagree	
12845261910	Neutral	Disagree	Neutral	Disagree	Neutral	Disagree	Disagree
12845250663	Don't Know	Neutral	Strongly Disagree	Agree	Strongly Agree	Strongly Agree	Agree
12845243311	Don't Know	Strongly Agree	Neutral	Neutral	Disagree	Agree	Strongly Disagree
12845239474	Agree	Strongly Disagree	Agree	Neutral	Neutral	Neutral	Disagree
12845237696	Strongly Disagree	Neutral	Disagree	Agree	Agree	Neutral	Strongly Disagree
12845237006	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Neutral	Agree	Agree
12845236076	Don't Know	Agree	Don't Know	Don't Know	Don't Know	Strongly Disagree	Strongly Disagree

12845235329	Neutral	Strongly Disagree	Agree	Neutral	Strongly Agree	Agree	Strongly Disagree
12845232067	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845217876	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845217344	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845214585	Neutral	Strongly Agree	Neutral	Strongly Disagree	Strongly Agree	Strongly Disagree	Agree
12845214429	Strongly Disagree						
12845211131	Disagree	Disagree	Neutral	Agree	Neutral	Neutral	Neutral
12845208187	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Neutral	Strongly Disagree
12845203725	Neutral	Agree	Disagree	Agree	Neutral	Agree	Agree
12845203577	Strongly Agree	Agree	Agree	Neutral	Agree	Strongly Agree	Neutral
12845203332	Don't Know	Don't Know	Agree	Agree	Agree	Agree	Agree
12845198999	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Strongly Agree	Strongly Agree	Strongly Disagree
12845188657	Neutral	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Agree
12845185006	Agree	Agree	Agree	Disagree	Strongly Agree	Agree	Agree
12845170055	Disagree	Strongly Agree	Agree	Strongly Disagree	Agree	Neutral	Disagree
12845164469	Neutral	Neutral	Neutral	Neutral	Neutral	Agree	Disagree
12845163088	Neutral	Agree	Neutral	Agree	Agree	Agree	Agree
12845139708	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
12845138071	Strongly Disagree	Agree	Strongly Disagree	Agree	Strongly Agree	Strongly Agree	Don't Know
12845133111	Disagree	Strongly Agree	Strongly Agree	Disagree	Disagree	Neutral	Disagree
12845130180	Strongly Disagree	Agree	Strongly Disagree	Disagree	Disagree	Disagree	Agree
12845123507	Strongly Agree						

12845122141	Strongly Agree						
12845106155	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845104539	Disagree	Agree	Strongly Agree	Disagree	Disagree	Disagree	Agree
12845101574	Neutral	Neutral	Strongly Agree	Neutral	Agree	Neutral	Neutral
12845100437	Neutral	Agree	Don't Know	Disagree	Disagree	Disagree	Strongly Disagree
12845099789	Neutral	Strongly Agree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Agree
12845087761	Disagree	Agree	Strongly Disagree	Strongly Disagree	Agree	Agree	Disagree
12845075024	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Strongly Disagree	Strongly Disagree
12845058343	Agree		Agree	Agree	Agree	Neutral	Disagree
12845043137	Disagree	Neutral	Disagree	Disagree	Neutral	Neutral	Disagree
12845033550	Neutral	Neutral	Agree	Strongly Agree	Agree	Strongly Agree	
12845031860	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845015873	Don't Know	Agree	Agree	Strongly Disagree	Disagree	Agree	Strongly Disagree
12845009323	Neutral	Agree	Agree	Neutral	Agree	Strongly Agree	Neutral
12845003004	Disagree	Strongly Agree	Neutral	Agree	Disagree	Disagree	Disagree
12845001328	Neutral	Neutral	Disagree	Strongly Disagree	Disagree	Disagree	Strongly Disagree
12845000164	Neutral	Strongly Disagree	Neutral	Disagree	Neutral	Agree	Agree
12844993860	Strongly Disagree	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12844992518	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	
12844987465	Disagree	Disagree	Neutral	Neutral	Neutral	Neutral	Agree
12844984944	Don't Know	Agree	Agree	Agree	Don't Know	Agree	
12844972858	Strongly Disagree	Neutral	Agree	Strongly Disagree	Neutral	Agree	Disagree
12844966109	Don't Know	Neutral	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Strongly Disagree
12844948616	Disagree	Strongly Disagree	Disagree	Disagree	Disagree	Disagree	Neutral

12844939156	Agree	Neutral	Disagree	Disagree	Disagree	Agree	Disagree
12844934232	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree
12844933172	Strongly Disagree	Strongly Disagree	Agree	Disagree	Agree	Agree	Disagree
12844916303	Neutral	Agree	Agree	Agree	Agree	Neutral	Disagree
12844915498	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12844914280	Don't Know	Agree	Neutral	Neutral	Neutral	Agree	Disagree
12844908516	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12844908479	Neutral	Strongly Agree	Strongly Agree	Disagree	Strongly Agree	Disagree	Disagree
12844902886	Don't Know	Disagree	Strongly Agree	Strongly Agree	Strongly Disagree	Neutral	
12844885324	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Neutral
12844881275	Disagree	Disagree	Agree	Disagree	Agree		
12844879777	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844871212	Agree	Agree	Strongly Agree	Disagree	Agree	Neutral	Neutral
12844866314	Strongly Disagree	Agree	Agree	Disagree	Agree	Disagree	Agree
12844861572	Neutral	Neutral	Don't Know	Don't Know	Neutral	Agree	Disagree
12844854331	Strongly Disagree	Disagree	Agree	Neutral	Agree	Agree	Neutral
12844831156	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Neutral	Neutral	Neutral
12844827368	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Agree	Disagree
12844824176	Disagree	Neutral	Neutral	Agree	Strongly Agree	Strongly Agree	Disagree
12844822550	Strongly Disagree	Strongly Agree	Disagree	Strongly Disagree	Strongly Agree	Strongly Agree	Agree
12844816102	Strongly Disagree	Disagree	Disagree	Neutral	Disagree	Disagree	Agree
12844811687	Agree	Agree	Agree	Agree	Agree	Agree	Agree

12844776296	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12844775983	Strongly Disagree	Neutral	Agree	Strongly Disagree	Agree	Neutral	Strongly Disagree
12844771207	Neutral	Agree	Strongly Agree	Disagree	Neutral	Strongly Disagree	Neutral
12844770813	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12844769210	Disagree	Strongly Disagree	Agree	Agree	Disagree	Agree	Agree
12844765895	Strongly Disagree	Neutral	Neutral	Neutral	Neutral	Disagree	Neutral
12844765282	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Agree
12844764155	Neutral	Agree	Neutral	Strongly Agree	Strongly Agree	Neutral	Agree
12844763177							
12844762535	Agree	Agree	Strongly Disagree	Disagree	Agree	Strongly Agree	Disagree
12844760465	Strongly Agree		Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844741018	Neutral	Neutral	Neutral	Neutral	Neutral	Agree	Neutral
12844740474	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12844739665	Neutral	Agree	Neutral	Agree	Strongly Agree	Strongly Agree	Agree
12844730408	Neutral	Agree	Strongly Disagree	Neutral	Neutral	Neutral	Disagree
12844723834	Neutral	Neutral	Neutral	Disagree	Strongly Agree	Disagree	Disagree
12844721012	Agree	Agree	Neutral	Agree	Agree	Agree	Strongly Agree
12844711373	Strongly Disagree	Neutral	Neutral	Agree	Agree	Agree	Neutral
12844702946	Disagree	Disagree	Strongly Agree	Agree	Neutral	Disagree	Neutral
12844699345	Disagree	Neutral	Neutral	Neutral	Agree	Neutral	Neutral
12844697699	Neutral	Agree	Disagree	Disagree	Agree	Neutral	Agree
12844695721		Strongly Agree	Strongly Agree		Strongly Agree	Strongly Agree	Strongly Agree

12844692068	Strongly Disagree	Disagree	Agree	Disagree	Agree	Agree	Agree
12844686411	Strongly Disagree	Agree	Disagree	Strongly Disagree	Disagree	Strongly Disagree	Strongly Disagree
12844685942	Strongly Disagree	Agree	Disagree	Disagree	Agree	Agree	Strongly Disagree
12844674955	Don't Know	Agree	Neutral	Strongly Disagree	Don't Know	Strongly Disagree	Strongly Disagree
12844669856	Disagree	Strongly Disagree	Disagree	Agree	Agree	Agree	Agree
12844668715	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12844643527	Neutral	Neutral	Agree	Neutral	Agree	Neutral	Agree
12844642835	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844642240	Neutral	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Agree
12844639098	Agree	Agree	Neutral	Neutral	Neutral	Agree	Neutral
12844638499	Strongly Disagree	Agree	Disagree	Disagree	Neutral	Strongly Agree	Disagree
12844636191	Strongly Agree	Strongly Agree	Strongly Agree	Disagree	Strongly Agree	Strongly Agree	Disagree
12844635671	Strongly Disagree	Agree	Disagree	Disagree	Disagree	Neutral	Neutral
12844633943	Disagree	Neutral	Agree	Agree	Neutral	Disagree	Neutral
12844633178	Disagree	Agree	Strongly Agree	Disagree	Strongly Disagree	Neutral	Strongly Disagree
12844633074	Strongly Disagree	Agree	Strongly Disagree	Strongly Disagree	Disagree	Disagree	Strongly Disagree
12844629985	Agree	Agree	Agree	Neutral	Agree	Agree	Disagree

Source: Author

Table 64: Impact on performance appraisal - Survey Raw Data

<i>Respondent ID</i>	Your supervisor has begun planned daily check-ins	Targets are communicated very clearly to you	Your supervisor helps in identifying and bridging the performance gaps	Online/web training programs are organized by your organization to improve performance of the employees	I am happy with my career path and promotion plan	I felt burned out from my work	I felt difficulty concentrating on the work	I felt emotionally drained from my work	I felt no interest and pleasure in doing work
12845980173	Agree	Disagree	Neutral	Disagree	Neutral	Agree	Agree	Strongly Agree	Agree
12845978353	Neutral	Neutral	Neutral	Agree	Agree	Agree	Agree	Agree	Neutral
12845916238	Strongly Disagree	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Neutral
12845891571	Strongly Disagree	Disagree	Disagree	Strongly Disagree	Neutral	Agree	Neutral	Agree	Neutral
12845886141	Agree	Agree	Agree	Disagree	Agree	Neutral	Disagree	Disagree	Disagree
12845885612	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Disagree	Disagree	Disagree	Disagree
12845884781	Disagree	Agree	Agree	Disagree	Neutral	Agree	Disagree	Agree	Disagree
12845884697	Neutral	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845882843	Don't Know	Neutral	Neutral	Neutral	Strongly Agree	Neutral	Strongly Disagree	Agree	Strongly Disagree
12845882714	Strongly Disagree	Neutral	Strongly Disagree	Neutral	Neutral	Neutral	Disagree	Neutral	Disagree
12845880798	Neutral	Agree	Agree	Neutral	Agree	Agree	Disagree	Agree	Disagree
12845880138	Strongly Agree	Neutral	Strongly Disagree	Neutral	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Disagree
12845880120	Agree	Neutral	Disagree	Agree	Agree	Neutral	Agree	Disagree	Disagree
12845877278	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Disagree	Agree	Disagree
12845876513	Neutral	Neutral	Neutral	Neutral	Agree	Disagree	Disagree	Disagree	Disagree

12845876245	Disagree	Neutral	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Neutral	Neutral
12845875213	Strongly Disagree	Disagree	Agree	Strongly Agree	Agree	Agree	Agree	Strongly Agree	Neutral
12845873977	Strongly Disagree	Neutral	Neutral	Agree	Disagree	Agree	Agree	Agree	Strongly Agree
12845873791	Disagree	Agree	Neutral	Agree	Disagree	Strongly Agree	Agree	Strongly Agree	Strongly Agree
12845873327	Strongly Disagree	Disagree	Disagree	Disagree	Disagree	Agree	Disagree	Agree	Agree
12845872647	Strongly Agree	Agree	Neutral	Agree	Disagree	Disagree	Disagree	Agree	Agree
12845872493	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Agree	Agree	Agree	Neutral
12845872100	Strongly Disagree	Neutral	Agree	Agree	Agree	Neutral	Agree	Neutral	Disagree
12845871659	Disagree	Neutral	Agree	Strongly Disagree	Disagree	Neutral	Disagree	Agree	Agree
12845871157	Disagree	Neutral	Disagree	Strongly Disagree	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845870861	Agree	Disagree	Disagree	Disagree	Neutral	Agree	Agree	Agree	Neutral
12845870860	Disagree	Agree	Neutral	Agree	Agree	Agree	Agree	Agree	Disagree
12845870859	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845870679	Disagree	Agree	Disagree	Agree	Agree	Agree	Neutral	Neutral	Disagree
12845870053	Disagree	Agree	Agree	Disagree	Disagree	Agree	Agree	Agree	Agree
12845869875	Disagree	Neutral	Neutral	Neutral	Neutral	Disagree	Neutral	Disagree	Neutral
12845868742	Strongly Disagree	Don't Know	Strongly Disagree	Strongly Disagree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845868498	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845867771	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845867751	Don't Know	Neutral	Strongly Agree	Agree	Strongly Agree	Disagree	Neutral	Neutral	Strongly Agree
12845867406	Neutral	Agree	Agree	Agree	Agree	Disagree	Disagree	Disagree	Disagree

12845867347	Disagree	Neutral	Agree	Agree	Neutral	Disagree	Disagree	Disagree	Disagree
12845866972	Disagree	Neutral	Neutral	Agree	Agree	Agree	Neutral	Agree	Agree
12845866417	Disagree	Agree	Agree	Agree	Agree	Agree	Disagree	Disagree	Disagree
12845866261	Agree	Agree	Neutral	Agree	Agree	Agree	Agree	Agree	Agree
12845865741	Agree	Agree	Agree	Agree	Agree	Don't Know	Don't Know	Disagree	Disagree
12845865679	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845865446	Neutral	Agree	Neutral	Disagree	Agree	Agree	Agree	Strongly Agree	Neutral
12845865233	Neutral					Neutral			
12845864928	Neutral	Strongly Agree	Agree	Neutral	Neutral	Disagree	Neutral	Disagree	Disagree
12845864045	Neutral	Strongly Disagree	Agree	Disagree	Neutral	Agree	Agree	Neutral	Agree
12845862992	Agree	Agree	Neutral	Neutral	Agree	Neutral	Disagree	Agree	Strongly Disagree
12845861219	Neutral	Neutral	Neutral	Agree	Disagree	Agree	Neutral	Neutral	Neutral
12845860213	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845854455	Don't Know	Neutral	Neutral	Neutral	Neutral	Agree	Neutral	Strongly Agree	Strongly Agree
12845847996	Disagree	Neutral	Agree	Agree	Disagree	Neutral	Neutral	Strongly Agree	Disagree
12845845757	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	Neutral	Neutral
12845822515	Neutral	Disagree	Neutral	Disagree	Neutral	Strongly Agree	Disagree	Agree	Neutral
12845819894	Agree	Agree	Agree	Agree	Agree	Disagree	Agree	Agree	Strongly Disagree
12845816949	Strongly Disagree	Disagree	Don't Know	Strongly Disagree		Don't Know	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845814794	Neutral	Agree	Neutral	Neutral	Agree	Neutral	Neutral	Neutral	Neutral
12845810418	Neutral	Neutral	Strongly Agree	Strongly Disagree	Strongly Agree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree
12845806526	Neutral	Neutral	Agree	Agree	Agree	Agree	Agree	Agree	Neutral
12845801462	Strongly Disagree	Strongly Agree	Strongly Agree	Agree	Neutral	Neutral	Strongly Disagree	Neutral	Neutral

12845800249	Don't Know	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Agree	Don't Know	Strongly Agree	Strongly Agree
12845798999	Neutral	Agree	Agree	Disagree	Neutral	Agree	Neutral	Strongly Agree	Neutral
12845798836	Neutral	Neutral	Don't Know	Don't Know	Don't Know	Don't Know	Neutral	Agree	Neutral
12845798582	Strongly Disagree	Don't Know	Don't Know	Don't Know	Strongly Disagree	Don't Know	Don't Know	Strongly Agree	Neutral
12845798103	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845797164	Neutral	Strongly Agree	Strongly Disagree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree	Neutral	Strongly Agree
12845796216	Neutral	Neutral	Agree	Disagree	Disagree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845795179	Strongly Disagree	Neutral	Disagree	Strongly Disagree	Disagree	Agree	Agree	Agree	Agree
12845794915	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Neutral	Agree	Neutral	
12845794720	Neutral	Disagree	Disagree	Strongly Disagree	Disagree	Disagree	Neutral	Disagree	Strongly Disagree
12845793929	Neutral	Agree	Agree	Strongly Agree	Neutral	Agree	Agree	Neutral	Neutral
12845793684	Neutral	Disagree	Disagree	Agree	Neutral	Agree	Neutral	Agree	Strongly Agree
12845793590	Agree	Strongly Agree	Agree	Agree	Agree	Strongly Disagree	Strongly Disagree	Disagree	Strongly Disagree
12845793565	Neutral	Neutral	Strongly Disagree	Neutral	Neutral	Disagree	Neutral	Neutral	Neutral
12845793522	Disagree	Disagree	Disagree	Neutral	Neutral	Agree	Neutral	Disagree	Neutral
12845793000	Strongly Disagree	Don't Know	Strongly Agree	Agree	Disagree	Agree	Disagree	Don't Know	Disagree
12845792765	Disagree	Agree	Strongly Disagree	Agree	Strongly Disagree	Neutral	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845792523	Neutral	Agree	Neutral	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845792400	Neutral	Neutral	Agree	Agree		Disagree	Agree	Agree	Agree
12845792291	Agree	Agree	Agree	Agree	Agree	Disagree	Agree	Disagree	Disagree

12845792155	Agree	Agree	Neutral	Agree	Agree	Agree	Agree	Agree	Strongly Agree
12845791988	Agree	Agree	Agree	Neutral	Agree	Strongly Agree	Agree	Agree	Agree
12845791309	Agree					Agree			
12845791142	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Neutral
12845791082	Strongly Disagree	Agree	Disagree	Neutral	Agree	Neutral	Neutral	Agree	Neutral
12845790361	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree
12845790291	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845789791	Disagree	Neutral	Disagree	Disagree	Neutral	Strongly Disagree	Disagree	Neutral	Agree
12845789045	Strongly Disagree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Don't Know	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845788463	Agree					Agree			
12845788372	Disagree	Neutral	Neutral	Neutral	Neutral	Disagree	Neutral	Neutral	Neutral
12845786151	Agree	Agree	Agree	Agree	Agree	Disagree	Neutral	Disagree	Disagree
12845785761	Don't Know	Agree	Neutral	Agree	Agree	Strongly Disagree	Disagree	Disagree	Strongly Disagree
12845785623	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Strongly Agree	Agree
12845781405	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Neutral	Disagree	Disagree
12845779118	Agree	Agree	Agree	Agree	Agree	Disagree		Disagree	Disagree
12845778397	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Disagree	Strongly Disagree	Neutral	Strongly Disagree
12845766865	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Disagree	Disagree	Disagree	Disagree
12845764765	Don't Know	Neutral	Agree	Agree	Disagree	Agree	Agree	Agree	Neutral
12845759255	Neutral	Agree	Neutral	Agree	Agree	Strongly Disagree	Agree	Disagree	Disagree
12845755978	Disagree	Neutral	Agree	Agree	Agree	Agree	Neutral	Agree	Agree

12845753973	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845753922	Neutral	Disagree	Disagree	Agree	Strongly Agree	Strongly Disagree	Disagree	Strongly Disagree	Strongly Disagree
12845750562	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Strongly Agree	Neutral	Strongly Agree	Strongly Agree
12845748981	Neutral	Neutral	Agree	Neutral	Neutral	Neutral	Agree	Agree	Agree
12845732972	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845731891	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845719973	Neutral	Strongly Agree	Agree	Agree	Strongly Agree	Neutral	Strongly Disagree	Neutral	Neutral
12845713529	Neutral	Neutral	Neutral	Agree	Strongly Disagree	Don't Know	Neutral	Don't Know	Neutral
12845710877	Disagree	Strongly Disagree	Strongly Disagree	Agree	Strongly Agree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree
12845710771	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree
12845705238	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845678208	Neutral	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Neutral	Disagree
12845671088	Agree	Neutral	Agree	Agree	Neutral	Neutral	Neutral	Neutral	Agree
12845664312	Strongly Disagree	Strongly Disagree	Strongly Disagree	Disagree	Strongly Disagree	Strongly Agree	Agree	Strongly Agree	Strongly Agree
12845662488	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845658175	Disagree	Agree	Agree	Agree	Agree	Disagree	Agree	Disagree	Disagree
12845650033	Neutral	Agree	Strongly Agree	Neutral	Strongly Agree	Agree	Agree	Disagree	Disagree
12845645500	Disagree	Agree	Agree	Agree	Agree	Neutral	Neutral	Agree	Neutral
12845644642	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845635986	Strongly Disagree	Disagree	Neutral	Neutral	Neutral	Strongly Agree	Agree	Strongly Agree	Agree

12845631174	Disagree	Agree	Agree	Agree	Neutral	Strongly Agree	Neutral	Strongly Agree	Neutral
12845627101	Agree	Disagree	Disagree	Agree	Disagree	Agree	Neutral	Neutral	Neutral
12845621658	Neutral	Agree	Agree	Disagree	Agree	Agree	Neutral	Agree	Neutral
12845618668	Neutral	Neutral	Agree	Agree	Neutral	Agree	Neutral	Agree	Agree
12845608952	Don't Know	Don't Know	Don't Know	Don't Know	Strongly Agree	Neutral	Disagree	Strongly Disagree	Disagree
12845608556	Disagree	Agree	Neutral	Don't Know	Agree	Disagree	Neutral	Disagree	Disagree
12845597300	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Agree	Agree	Strongly Agree	Agree
12845596746	Strongly Agree	Strongly Agree	Strongly Agree		Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845594913	Disagree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Disagree	Disagree	Strongly Disagree
12845586109									
12845586035	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845578643	Neutral	Agree	Neutral	Strongly Agree	Neutral	Neutral	Strongly Agree	Agree	Neutral
12845574864	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Strongly Disagree	Neutral	Disagree	Strongly Disagree
12845568248	Disagree	Disagree	Neutral	Strongly Disagree	Disagree	Strongly Disagree	Neutral	Strongly Agree	Agree
12845562648	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845560522	Strongly Disagree	Agree	Strongly Disagree	Strongly Agree	Agree	Disagree	Agree	Disagree	Disagree
12845557747	Agree	Agree	Agree	Disagree	Strongly Disagree	Neutral	Neutral	Disagree	Disagree
12845553676	Don't Know	Disagree	Disagree	Disagree		Strongly Agree	Strongly Agree	Strongly Agree	Agree
12845553269	Disagree	Strongly Disagree	Strongly Disagree	Neutral	Disagree	Agree	Agree	Agree	Neutral
12845544161	Don't Know	Strongly Disagree	Disagree	Disagree	Strongly Disagree	Strongly Agree	Neutral	Agree	Strongly Disagree

12845543062	Disagree	Agree	Agree	Agree	Agree	Strongly Disagree	Agree	Strongly Disagree	Agree
12845540209	Agree	Agree	Agree	Agree	Agree	Neutral	Disagree	Disagree	Disagree
12845522821	Agree	Agree	Agree	Agree	Agree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845522272	Agree	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845519889	Agree	Agree	Agree	Agree	Strongly Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845519598	Neutral	Neutral	Neutral	Neutral	Neutral	Disagree	Disagree	Disagree	Strongly Disagree
12845511454	Neutral					Disagree			
12845497510	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Disagree	Disagree	Disagree	Disagree
12845492040	Disagree	Neutral	Agree	Agree	Agree	Neutral	Neutral	Agree	Disagree
12845490566	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845489220	Don't Know	Agree	Agree	Agree	Strongly Agree	Neutral	Strongly Disagree	Strongly Disagree	Disagree
12845482448	Neutral	Agree	Agree	Agree	Neutral	Neutral	Disagree	Disagree	Neutral
12845478440	Neutral					Neutral			
12845477476	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral
12845468714	Neutral	Neutral	Agree	Agree	Neutral	Agree	Agree	Agree	Neutral
12845454470	Neutral	Agree	Agree	Agree	Strongly Agree	Agree	Agree	Agree	Agree
12845450861	Disagree	Strongly Agree		Strongly Disagree	Strongly Agree	Strongly Agree		Strongly Agree	Disagree
12845447325	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12845440938	Neutral	Disagree	Disagree	Strongly Agree	Neutral	Agree	Agree	Strongly Agree	Strongly Disagree
12845438959	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845437338	Strongly Disagree	Agree	Agree	Agree	Agree	Disagree	Disagree	Disagree	Disagree
12845437254	Neutral					Neutral			

12845435714	Disagree	Disagree	Disagree	Neutral	Strongly Disagree	Agree	Agree	Agree	Agree
12845433246	Strongly Disagree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree	Strongly Disagree	Disagree	Disagree	Strongly Disagree
12845432218	Agree	Agree	Agree	Agree	Strongly Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845429204	Disagree	Disagree	Disagree	Disagree	Strongly Disagree	Agree	Disagree	Agree	Agree
12845428526	Agree					Agree			
12845424870	Agree	Agree	Disagree	Agree	Agree	Agree	Agree	Agree	Agree
12845424511	Neutral	Agree	Disagree	Neutral	Neutral	Agree	Agree	Agree	Agree
12845417201	Agree	Agree	Agree	Strongly Agree	Neutral	Strongly Agree	Agree	Strongly Agree	Neutral
12845411977	Strongly Agree	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Agree	Agree
12845411745	Disagree	Neutral	Strongly Disagree	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845410221	Strongly Agree	Disagree	Strongly Disagree	Strongly Disagree	Neutral	Strongly Agree	Strongly Agree	Agree	Agree
12845408879	Neutral	Neutral	Neutral	Strongly Disagree	Strongly Agree	Agree	Agree	Agree	Agree
12845404081	Strongly Disagree	Strongly Disagree	Disagree	Strongly Disagree	Disagree	Agree	Agree	Agree	Disagree
12845398548	Strongly Agree	Neutral	Neutral	Neutral	Neutral	Neutral	Disagree	Neutral	Neutral
12845386548	Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Disagree	Strongly Agree	Disagree	Strongly Agree	Strongly Agree
12845385952	Strongly Disagree	Agree	Strongly Disagree	Strongly Disagree	Disagree	Agree	Agree	Agree	Strongly Agree
12845381663	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Agree	Disagree	Agree	Disagree
12845381013	Agree	Strongly Agree	Neutral	Agree	Neutral	Agree	Neutral	Neutral	Neutral
12845380510	Disagree	Disagree	Agree	Neutral	Disagree	Strongly Agree	Agree	Strongly Agree	Strongly Agree

12845378831	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Agree	Agree	Agree	Strongly Agree
12845377462	Strongly Disagree	Strongly Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Disagree
12845363981	Disagree	Neutral	Agree	Agree	Agree	Disagree	Neutral	Agree	Disagree
12845360519	Disagree	Strongly Disagree	Neutral	Agree	Agree	Agree	Agree	Strongly Agree	Agree
12845357557	Disagree	Agree	Agree	Don't Know	Agree	Strongly Agree	Agree	Agree	Agree
12845356071	Disagree	Agree	Neutral	Agree	Strongly Disagree	Disagree	Agree	Disagree	Disagree
12845350675	Disagree	Disagree	Agree	Agree	Agree	Neutral	Agree	Agree	Disagree
12845342843	Strongly Disagree	Neutral	Neutral	Neutral	Strongly Disagree	Agree	Strongly Agree	Agree	Strongly Agree
12845336483	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Disagree	Strongly Disagree	Disagree	Strongly Disagree
12845334774	Disagree	Agree	Agree	Agree	Agree	Neutral	Neutral	Neutral	Agree
12845334706	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845330384	Disagree	Agree	Agree	Neutral	Disagree	Strongly Agree	Agree	Agree	Agree
12845330373	Strongly Disagree	Agree	Agree	Strongly Disagree	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845330149	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Agree	Neutral	Agree	Strongly Disagree	Agree	Agree
12845327086	Agree	Agree	Agree	Agree	Agree	Disagree	Disagree	Neutral	Disagree
12845320505	Neutral	Strongly Agree	Neutral	Neutral	Agree	Disagree	Disagree	Neutral	Neutral
12845315808	Disagree	Disagree	Disagree	Neutral		Disagree	Disagree	Disagree	Strongly Disagree
12845310295	Neutral	Agree	Agree	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Disagree
12845307297	Strongly Agree	Strongly Agree	Agree	Neutral	Agree	Agree	Strongly Agree	Agree	Agree
12845293766	Agree	Agree	Agree	Neutral	Neutral	Disagree	Disagree	Disagree	Strongly Disagree

12845289630	Neutral		Strongly Agree	Neutral	Strongly Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845288860	Strongly Disagree	Disagree	Disagree	Strongly Disagree	Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Agree
12845288645	Agree	Neutral	Neutral	Agree	Neutral	Disagree	Disagree	Disagree	Disagree
12845288084	Strongly Disagree	Disagree	Neutral	Neutral	Neutral	Neutral	Neutral	Disagree	Neutral
12845288036	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Agree
12845268211	Agree	Neutral	Agree	Agree	Agree	Agree	Agree	Strongly Agree	Agree
12845266553	Disagree	Strongly Disagree	Disagree	Disagree	Disagree	Agree	Disagree	Agree	Agree
12845264600	Strongly Disagree	Agree	Neutral	Neutral	Agree	Disagree	Strongly Disagree	Disagree	Disagree
12845261910	Neutral	Neutral	Disagree	Neutral	Agree	Agree	Neutral	Agree	Neutral
12845250663	Disagree	Agree	Neutral	Agree	Neutral	Agree	Neutral	Neutral	Disagree
12845243311	Don't Know	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Neutral	Agree	Neutral
12845239474	Neutral	Neutral	Neutral	Neutral	Agree	Neutral	Neutral	Agree	Disagree
12845237696	Strongly Disagree	Agree	Agree	Agree	Agree	Neutral	Agree	Agree	Neutral
12845237006	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845236076	Strongly Disagree	Agree	Agree	Agree	Strongly Agree	Strongly Disagree		Neutral	Disagree
12845235329	Agree	Agree	Agree	Strongly Agree	Agree	Disagree	Agree	Neutral	Disagree
12845232067	Disagree	Disagree	Disagree	Neutral	Disagree	Disagree	Disagree	Disagree	Disagree
12845217876	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845217344	Strongly Disagree	Agree	Neutral	Strongly Agree	Disagree	Strongly Agree	Agree	Strongly Agree	Agree
12845214585	Disagree	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Disagree
12845214429	Don't Know					Neutral			

12845211131	Strongly Disagree	Disagree	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845208187	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Agree
12845203725	Neutral	Agree	Don't Know	Disagree	Agree	Agree	Agree	Neutral	Neutral
12845203577	Disagree	Agree	Agree	Agree	Neutral	Agree	Agree	Agree	Neutral
12845203332	Don't Know	Agree	Don't Know	Agree	Agree	Agree	Agree	Neutral	Disagree
12845198999	Strongly Disagree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12845188657	Disagree	Neutral	Disagree		Disagree	Agree	Agree	Agree	Agree
12845185006	Strongly Agree	Agree	Agree	Agree	Agree	Disagree	Strongly Disagree	Disagree	Disagree
12845170055	Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Neutral	Neutral	Neutral	Neutral
12845164469	Neutral	Neutral	Neutral	Disagree	Neutral	Disagree	Disagree	Disagree	Disagree
12845163088	Disagree	Neutral	Neutral	Neutral	Strongly Disagree	Agree	Agree	Neutral	Agree
12845139708	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12845138071	Don't Know	Strongly Agree	Agree	Strongly Agree		Agree	Strongly Disagree	Strongly Agree	Strongly Agree
12845133111	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Neutral	Strongly Disagree	Disagree	Strongly Disagree
12845130180	Disagree	Neutral	Neutral	Agree	Neutral	Agree	Agree	Neutral	Disagree
12845123507	Strongly Agree								
12845122141	Strongly Agree					Strongly Agree			
12845106155	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Disagree	Disagree	Disagree	Disagree
12845104539	Strongly Disagree	Strongly Disagree	Disagree	Disagree	Agree	Agree	Neutral	Agree	Disagree
12845101574	Neutral	Agree	Neutral	Neutral	Strongly Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	

12845100437	Strongly Disagree	Agree	Agree	Agree	Strongly Agree	Strongly Disagree	Disagree	Disagree	Disagree
12845099789	Neutral	Agree	Neutral	Neutral	Agree	Neutral	Neutral	Neutral	Disagree
12845087761	Disagree	Agree	Agree	Disagree	Agree	Agree	Agree	Agree	Strongly Disagree
12845075024	Strongly Agree	Agree	Disagree	Strongly Agree	Strongly Disagree	Neutral	Strongly Agree	Strongly Agree	Strongly Agree
12845058343	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845043137	Neutral	Neutral	Neutral	Agree	Agree	Disagree	Disagree	Disagree	Disagree
12845033550	Neutral	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
12845031860	Neutral	Neutral	Neutral	Neutral	Strongly Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12845015873	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Neutral	Strongly Agree	Neutral	Neutral
12845009323	Neutral	Neutral	Agree	Agree	Strongly Agree	Agree	Neutral	Agree	Agree
12845003004	Disagree	Agree	Agree	Disagree	Strongly Disagree	Agree	Agree	Agree	Agree
12845001328	Disagree	Neutral	Agree	Agree	Agree	Agree	Neutral	Neutral	Disagree
12845000164	Strongly Disagree	Disagree	Disagree	Agree	Agree	Disagree	Disagree	Neutral	Strongly Disagree
12844993860	Don't Know	Neutral	Neutral	Neutral	Agree	Agree	Neutral	Agree	Strongly Disagree
12844992518	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Agree	
12844987465	Disagree	Agree	Neutral	Neutral	Agree	Neutral	Neutral	Agree	Neutral
12844984944	Don't Know	Agree	Agree	Agree	Neutral	Disagree	Neutral	Disagree	Neutral
12844972858	Disagree	Neutral	Agree	Neutral	Neutral	Neutral	Don't Know	Don't Know	Agree
12844966109	Strongly Disagree	Strongly Agree	Strongly Agree	Neutral	Strongly Agree	Agree	Strongly Disagree	Strongly Disagree	Neutral
12844948616	Neutral	Neutral	Neutral	Neutral	Neutral	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12844939156	Neutral	Disagree	Disagree	Disagree	Disagree	Strongly Disagree	Neutral	Disagree	Agree

12844934232	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Neutral	Agree	Agree
12844933172	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Neutral	Agree	Agree
12844916303	Disagree	Neutral	Agree	Strongly Agree	Disagree	Strongly Agree	Agree	Strongly Agree	Strongly Agree
12844915498	Neutral	Agree	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12844914280	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
12844908516	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Disagree	Neutral	Neutral
12844908479	Disagree	Strongly Agree	Agree	Neutral	Strongly Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12844902886	Don't Know	Strongly Agree	Disagree	Agree	Strongly Disagree	Agree	Agree	Agree	Agree
12844885324	Neutral	Agree	Agree	Agree	Neutral	Strongly Disagree	Agree	Strongly Disagree	Agree
12844881275	Neutral	Neutral	Neutral	Agree	Disagree	Agree	Disagree	Neutral	Disagree
12844879777	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844871212	Agree	Strongly Agree	Agree	Agree	Agree	Neutral	Disagree	Neutral	Disagree
12844866314	Disagree	Neutral	Disagree	Agree	Neutral	Agree	Agree	Agree	Agree
12844861572	Don't Know	Neutral	Disagree	Don't Know	Disagree	Agree	Disagree	Agree	Neutral
12844854331	Neutral	Neutral	Strongly Disagree	Strongly Disagree	Disagree	Agree	Neutral	Neutral	Strongly Disagree
12844831156	Neutral	Strongly Agree	Strongly Agree	Neutral	Agree	Disagree	Neutral	Neutral	Disagree
12844827368	Disagree	Disagree	Disagree			Agree	Strongly Agree	Strongly Agree	Agree
12844824176	Strongly Disagree	Neutral	Neutral	Neutral	Neutral	Agree	Agree	Strongly Agree	Neutral
12844822550	Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Disagree	Agree	Neutral	Agree	Strongly Disagree
12844816102	Strongly Disagree	Disagree	Strongly Disagree	Disagree	Strongly Disagree	Strongly Disagree	Agree	Disagree	Strongly Disagree

12844811687	Neutral	Neutral	Neutral	Agree	Agree	Neutral	Neutral	Neutral	Neutral
12844776296	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Agree	Agree	Agree	Disagree
12844775983	Strongly Disagree	Agree	Agree	Neutral	Strongly Agree	Strongly Disagree	Strongly Disagree	Disagree	Strongly Disagree
12844771207	Neutral	Don't Know	Agree	Agree	Agree	Disagree	Disagree	Disagree	Disagree
12844770813	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Neutral	Neutral	Neutral	Neutral
12844769210	Strongly Disagree	Neutral	Agree	Neutral	Disagree	Agree	Agree	Agree	Agree
12844765895	Don't Know	Neutral	Agree	Agree	Neutral	Strongly Agree	Neutral	Agree	Neutral
12844765282	Agree	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Agree	Strongly Agree
12844764155	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Agree	Agree	Neutral
12844763177									
12844762535	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Disagree	Disagree	Disagree	Disagree
12844760465	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844741018	Neutral	Agree	Agree	Neutral	Neutral	Agree	Neutral	Agree	Disagree
12844740474	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12844739665	Agree	Agree	Agree	Strongly Disagree	Agree	Disagree	Agree	Agree	Disagree
12844730408	Neutral	Neutral	Strongly Disagree	Strongly Disagree	Disagree	Agree	Neutral	Agree	Agree
12844723834	Agree	Agree	Agree	Agree	Neutral	Disagree	Neutral	Strongly Agree	Disagree
12844721012	Disagree	Agree	Agree	Agree	Agree	Disagree	Agree	Agree	Disagree
12844711373	Strongly Disagree	Disagree	Agree	Strongly Disagree	Strongly Disagree	Agree	Agree	Neutral	Neutral
12844702946	Strongly Disagree	Disagree	Agree	Neutral	Disagree	Agree	Agree	Agree	Agree

12844699345	Neutral	Neutral	Neutral	Neutral	Agree	Neutral	Neutral	Neutral	Neutral
12844697699	Neutral	Disagree	Neutral	Agree	Neutral	Disagree	Neutral	Strongly Disagree	Neutral
12844695721	Strongly Agree	Strongly Agree		Strongly Agree		Strongly Agree	Neutral	Agree	Disagree
12844692068	Neutral	Agree	Neutral	Neutral	Agree	Neutral	Agree	Neutral	Neutral
12844686411	Agree	Neutral	Agree	Don't Know	Neutral	Strongly Disagree	Disagree	Strongly Disagree	Disagree
12844685942	Disagree	Agree	Neutral	Agree	Agree	Neutral	Neutral	Neutral	Disagree
12844674955	Strongly Disagree	Neutral	Strongly Disagree	Agree	Neutral	Strongly Agree	Agree	Strongly Agree	Agree
12844669856	Disagree	Disagree	Disagree	Neutral	Disagree	Agree	Neutral	Neutral	Agree
12844668715	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
12844643527	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Agree	Agree	Agree
12844642835	Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Agree
12844642240	Strongly Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree	Agree	Agree	Agree
12844639098	Agree	Agree	Neutral	Neutral	Strongly Disagree	Strongly Agree	Agree	Agree	Strongly Agree
12844638499	Disagree	Disagree	Strongly Disagree	Agree	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844636191	Disagree	Disagree	Disagree	Neutral	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
12844635671	Neutral	Neutral	Disagree	Don't Know	Neutral	Agree	Neutral	Agree	Agree
12844633943	Strongly Disagree	Agree	Agree	Strongly Disagree	Neutral	Disagree	Disagree	Disagree	Agree
12844633178	Agree	Neutral	Agree	Strongly Agree	Agree	Disagree	Neutral	Strongly Disagree	Disagree
12844633074	Strongly Disagree	Strongly Agree	Agree	Agree	Agree	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
12844629985	Neutral	Disagree	Neutral	Neutral	Neutral	Agree	Disagree	Agree	Disagree

Source: Author

Table 65: Impact on employee retention - Survey Raw Data

<i>Respondent ID</i>	How likely are you to recommend a job at your current company to a friend or family member?	I feel that I am treated fairly regarding trainings, awards, and discipline.	I have the opportunity to grow at my current company	I have clear goals, and know where I stand on progress toward those goals (regarding performance appraisal)	If I was to accept a job opportunity at another company, what would the main reason be?
12845980173	Neutral	Neutral	Agree	Neutral	Poor manager relationship
12845978353	Disagree	Neutral	Neutral	Neutral	Noncompetitive compensation
12845916238	Strongly Agree	Strongly Agree	Strongly Agree	Agree	No career progression
12845891571	Neutral	Agree	Disagree	Agree	Noncompetitive compensation
12845886141	Agree	Agree	Strongly Agree	Strongly Agree	Poor manager relationship
12845885612	Agree	Agree	Neutral	Agree	Noncompetitive compensation
12845884781	Agree	Agree	Agree	Agree	Poor manager relationship
12845884697	Strongly Agree	Strongly Agree	Agree	Agree	No career progression
12845882843	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor manager relationship
12845882714	Agree	Neutral	Disagree	Agree	No career progression
12845880798	Strongly Agree	Agree	Strongly Agree	Agree	No career progression
12845880138	Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Poor manager relationship
12845880120	Agree	Agree	Agree	Neutral	No career progression
12845877278	Agree	Neutral	Neutral	Agree	Noncompetitive compensation
12845876513	Agree	Agree	Neutral	Agree	No career progression
12845876245	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Poor manager relationship
12845875213	Neutral	Agree	Agree	Agree	Poor manager relationship
12845873977	Agree	Neutral	Strongly Disagree	Disagree	Poor team dynamics
12845873791	Agree	Neutral	Strongly Disagree	Disagree	Poor manager relationship
12845873327	Strongly Disagree	Neutral	Disagree	Agree	Poor manager relationship
12845872647	Agree	Agree	Strongly Agree	Neutral	No career progression
12845872493	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	No career progression

12845872100	Agree	Agree	Neutral	Agree	Poor manager relationship
12845871659	Disagree	Neutral	Disagree	Neutral	Poor manager relationship
12845871157	Strongly Disagree	Neutral	Disagree	Neutral	Lack of recognition
12845870861	Disagree	Neutral	Disagree	Agree	Noncompetitive compensation
12845870860	Strongly Agree	Agree	Agree	Agree	Poor manager relationship
12845870859	Strongly Agree	Strongly Disagree	Strongly Agree	Strongly Agree	Poor team dynamics
12845870679	Disagree	Agree	Strongly Disagree	Agree	Noncompetitive compensation
12845870053	Disagree	Disagree	Disagree	Agree	Noncompetitive compensation
12845869875	Disagree	Neutral	Neutral	Neutral	No career progression
12845868742	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Noncompetitive compensation
12845868498	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor team dynamics
12845867771	Neutral	Neutral	Neutral	Neutral	
12845867751		Neutral	Agree	Neutral	No career progression
12845867406	Agree	Agree	Agree	Neutral	Poor manager relationship
12845867347	Strongly Agree	Strongly Agree	Neutral	Neutral	Poor manager relationship
12845866972	Agree	Neutral	Neutral	Disagree	No career progression
12845866417	Agree	Agree	Neutral	Agree	Noncompetitive compensation
12845866261	Agree	Neutral	Neutral		
12845865741	Neutral	Strongly Disagree	Neutral	Disagree	Lack of recognition
12845865679	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Lack of recognition
12845865446	Agree	Agree	Agree	Agree	Poor manager relationship
12845865233	Disagree				
12845864928	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor team dynamics
12845864045	Neutral	Agree	Agree	Neutral	No career progression
12845862992	Neutral	Agree	Agree	Agree	No career progression
12845861219	Neutral	Neutral	Disagree	Agree	Other
12845860213	Disagree	Neutral	Neutral	Neutral	No career progression
12845854455	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Poor team dynamics
12845847996	Agree	Disagree	Neutral	Disagree	Poor team dynamics

12845845757	Neutral	Agree	Agree	Agree	Noncompetitive compensation
12845822515	Neutral	Agree	Disagree	Neutral	Noncompetitive compensation
12845819894	Disagree	Agree	Agree	Agree	Poor manager relationship
12845816949	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Lack of recognition
12845814794	Neutral				
12845810418	Agree	Agree	Strongly Agree	Neutral	Other
12845806526	Agree	Agree	Agree	Agree	No career progression
12845801462	Neutral	Agree	Strongly Agree	Agree	No career progression
12845800249	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Poor manager relationship
12845798999	Agree	Agree	Agree	Neutral	No career progression
12845798836	Agree	Disagree	Neutral	Disagree	No career progression
12845798582	Strongly Disagree	Strongly Disagree	Strongly Disagree	Don't Know	Poor team dynamics
12845798103	Neutral	Neutral	Neutral	Neutral	No career progression
12845797164	Neutral	Agree	Neutral	Strongly Agree	Poor team dynamics
12845796216	Strongly Agree	Strongly Agree	Disagree	Agree	Noncompetitive compensation
12845795179	Neutral	Disagree	Neutral	Disagree	Poor manager relationship
12845794915	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Poor manager relationship
12845794720	Strongly Disagree	Neutral	Agree	Disagree	Noncompetitive compensation
12845793929	Agree	Neutral	Agree	Agree	Noncompetitive compensation
12845793684		Neutral	Strongly Disagree	Neutral	Noncompetitive compensation
12845793590	Strongly Agree	Strongly Agree	Agree	Agree	No career progression
12845793565	Strongly Agree	Neutral	Neutral	Neutral	No career progression
12845793522	Agree	Agree	Agree	Agree	Other
12845793000	Neutral	Strongly Disagree	Agree	Strongly Disagree	Poor team dynamics
12845792765	Agree	Disagree	Disagree	Agree	Noncompetitive compensation
12845792523	Neutral	Disagree	Strongly Agree	Agree	Poor team dynamics
12845792400	Agree	Agree	Disagree	Neutral	Poor team dynamics

12845792291	Agree	Agree	Strongly Agree	Agree	Noncompetitive compensation
12845792155	Agree	Agree	Agree	Agree	Noncompetitive compensation
12845791988	Strongly Agree	Strongly Agree	Agree	Agree	No career progression
12845791309	Agree				
12845791142	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Poor team dynamics
12845791082	Agree	Agree	Agree	Neutral	No career progression
12845790361	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor team dynamics
12845790291	Agree	Agree	Agree	Agree	Noncompetitive compensation
12845789791	Neutral	Disagree	Agree	Neutral	No career progression
12845789045	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	No career progression
12845788463	Disagree				
12845788372	Neutral	Neutral	Neutral	Neutral	No career progression
12845786151	Agree	Agree	Neutral	Neutral	No career progression
12845785761	Agree	Disagree	Agree	Disagree	No career progression
12845785623	Agree	Agree	Agree	Agree	Noncompetitive compensation
12845781405	Agree	Agree	Agree	Agree	Noncompetitive compensation
12845779118	Agree	Agree	Agree	Agree	No career progression
12845778397	Strongly Agree	Strongly Agree	Agree	Strongly Agree	No career progression
12845766865	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Noncompetitive compensation
12845764765	Neutral	Neutral	Agree	Disagree	Poor manager relationship
12845759255	Strongly Agree	Agree	Agree	Agree	Poor manager relationship
12845755978	Disagree	Neutral	Agree	Agree	Other
12845753973	Neutral	Neutral	Neutral	Neutral	No career progression
12845753922	Neutral	Strongly Agree	Strongly Disagree	Neutral	Poor manager relationship
12845750562	Neutral	Disagree	Disagree	Neutral	No career progression
12845748981	Disagree	Neutral	Agree	Neutral	Noncompetitive compensation
12845732972	Strongly Disagree	Neutral	Neutral	Agree	Poor team dynamics

12845731891	Neutral	Neutral	Neutral	Neutral	No career progression
12845719973	Neutral	Neutral	Neutral	Disagree	No career progression
12845713529	Neutral	Agree	Strongly Agree	Neutral	No career progression
12845710877	Neutral	Strongly Agree	Strongly Disagree	Neutral	Poor team dynamics
12845710771	Strongly Disagree	Disagree	Strongly Agree	Agree	Poor team dynamics
12845705238	Strongly Agree	Strongly Agree	Neutral	Strongly Agree	Poor manager relationship
12845678208	Agree	Strongly Agree	Agree	Agree	Poor team dynamics
12845671088	Neutral	Agree	Neutral	Disagree	No career progression
12845664312	Strongly Disagree	Neutral	Disagree	Disagree	Noncompetitive compensation
12845662488	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor team dynamics
12845658175	Agree	Don't Know	Agree	Agree	Noncompetitive compensation
12845650033	Agree	Agree	Agree	Agree	Noncompetitive compensation
12845645500	Agree	Agree	Agree	Agree	Noncompetitive compensation
12845644642	Don't Know	Don't Know	Don't Know	Don't Know	Poor manager relationship
12845635986	Neutral	Neutral	Agree	Neutral	No career progression
12845631174	Agree	Strongly Agree	Strongly Agree	Strongly Agree	No career progression
12845627101	Neutral	Disagree	Disagree	Agree	Poor team dynamics
12845621658	Agree	Neutral	Agree	Neutral	Noncompetitive compensation
12845618668	Disagree	Agree	Agree	Neutral	No career progression
12845608952	Don't Know	Strongly Disagree	Strongly Disagree	Strongly Disagree	Lack of recognition
12845608556	Agree	Agree	Agree	Agree	Poor manager relationship
12845597300	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Poor team dynamics
12845596746	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor team dynamics
12845594913	Agree	Strongly Agree	Strongly Agree	Agree	No career progression
12845586109					
12845586035	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor team dynamics
12845578643	Disagree	Agree	Agree	Disagree	No career progression
12845574864	Strongly Agree	Strongly Agree	Disagree	Strongly Agree	Poor manager relationship

12845568248	Disagree	Disagree	Agree	Neutral	Noncompetitive compensation
12845562648	Strongly Agree	Neutral	Strongly Agree	Agree	Poor manager relationship
12845560522	Agree	Agree	Disagree	Agree	Noncompetitive compensation
12845557747	Neutral	Agree	Neutral	Disagree	Noncompetitive compensation
12845553676	Neutral	Disagree	Disagree	Strongly Disagree	Poor manager relationship
12845553269	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Poor manager relationship
12845544161	Disagree	Neutral	Neutral	Neutral	Noncompetitive compensation
12845543062	Strongly Agree	Agree	Strongly Agree	Agree	Poor manager relationship
12845540209	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Noncompetitive compensation
12845522821	Agree	Strongly Agree		Agree	Noncompetitive compensation
12845522272	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor team dynamics
12845519889	Strongly Agree	Agree	Agree	Agree	Noncompetitive compensation
12845519598	Strongly Agree	Agree	Neutral	Neutral	No career progression
12845511454	Strongly Agree				
12845497510	Neutral	Strongly Agree	Strongly Agree	Strongly Agree	No career progression
12845492040	Agree	Agree	Neutral	Agree	No career progression
12845490566	Neutral	Neutral	Strongly Agree	Strongly Agree	Poor team dynamics
12845489220	Neutral	Neutral	Agree	Disagree	Other
12845482448	Agree	Agree	Neutral	Agree	Poor manager relationship
12845478440	Don't Know				
12845477476	Neutral	Strongly Agree	Strongly Agree	Agree	Poor manager relationship
12845468714	Neutral	Neutral	Neutral	Agree	Noncompetitive compensation
12845454470	Agree	Agree	Agree	Agree	Noncompetitive compensation
12845450861	Agree	Strongly Agree	Strongly Agree		
12845447325	Don't Know	Don't Know	Don't Know	Don't Know	Poor manager relationship

12845440938	Neutral	Neutral	Strongly Disagree	Strongly Disagree	Poor manager relationship
12845438959	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor team dynamics
12845437338	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor manager relationship
12845437254	Neutral				
12845435714	Neutral	Disagree	Strongly Disagree	Disagree	Noncompetitive compensation
12845433246	Agree	Strongly Agree	Strongly Agree	Strongly Agree	No career progression
12845432218	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	No career progression
12845429204	Strongly Disagree	Disagree	Strongly Disagree	Disagree	Noncompetitive compensation
12845428526	Agree				
12845424870	Disagree	Disagree	Agree	Neutral	No career progression
12845424511	Disagree	Disagree	Disagree	Neutral	No career progression
12845417201	Strongly Agree	Agree	Agree	Agree	Poor manager relationship
12845411977	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Noncompetitive compensation
12845411745	Neutral	Neutral	Neutral	Neutral	No career progression
12845410221	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Lack of recognition
12845408879	Agree	Agree	Agree	Agree	Poor manager relationship
12845404081	Strongly Disagree	Strongly Disagree	Strongly Disagree	Neutral	Poor manager relationship
12845398548	Neutral	Neutral	Neutral	Agree	Poor manager relationship
12845386548	Strongly Disagree	Strongly Disagree	Strongly Agree	Strongly Disagree	Poor team dynamics
12845385952	Strongly Disagree	Neutral	Disagree	Strongly Disagree	Poor manager relationship
12845381663	Disagree	Agree	Disagree	Disagree	Poor manager relationship
12845381013	Agree	Agree	Disagree	Neutral	No career progression
12845380510	Strongly Disagree	Disagree	Strongly Disagree	Agree	No career progression
12845378831	Neutral	Agree	Neutral	Disagree	Noncompetitive compensation
12845377462	Strongly Agree	Agree	Disagree	Agree	Noncompetitive compensation
12845363981	Agree	Agree	Disagree	Agree	Noncompetitive compensation
12845360519	Neutral	Neutral	Agree	Agree	No career progression
12845357557	Don't Know	Agree	Agree	Don't Know	Poor manager relationship

12845356071	Neutral	Disagree	Disagree	Disagree	Noncompetitive compensation
12845350675	Agree	Agree	Agree	Agree	Noncompetitive compensation
12845342843	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Poor team dynamics
12845336483	Strongly Agree	Agree	Neutral	Agree	No career progression
12845334774	Neutral	Agree	Disagree	Agree	Poor manager relationship
12845334706	Neutral	Neutral	Neutral	Neutral	No career progression
12845330384	Disagree	Disagree	Strongly Disagree	Neutral	No career progression
12845330373	Neutral	Strongly Disagree	Agree	Neutral	Poor manager relationship
12845330149	Strongly Agree	Agree	Agree	Agree	No career progression
12845327086	Agree	Agree	Agree	Agree	No career progression
12845320505	Strongly Disagree	Agree	Agree	Neutral	Other
12845315808	Strongly Agree	Neutral	Disagree	Strongly Disagree	Noncompetitive compensation
12845310295	Agree	Strongly Agree	Agree	Agree	No career progression
12845307297	Strongly Agree	Agree	Agree	Strongly Agree	Poor team dynamics
12845293766	Don't Know	Neutral	Neutral	Agree	Poor manager relationship
12845289630	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Lack of recognition
12845288860	Neutral	Disagree	Disagree	Disagree	Poor team dynamics
12845288645	Neutral	Neutral	Neutral	Neutral	No career progression
12845288084	Agree	Neutral	Disagree	Neutral	No career progression
12845288036	Strongly Agree	Agree	Strongly Agree	Strongly Agree	No career progression
12845268211	Agree	Agree	Agree	Agree	Noncompetitive compensation
12845266553	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Noncompetitive compensation
12845264600	Agree	Agree	Agree	Agree	No career progression
12845261910	Neutral	Neutral	Neutral	Neutral	Noncompetitive compensation
12845250663	Agree	Agree	Agree	Strongly Agree	No career progression
12845243311	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Poor team dynamics
12845239474	Agree	Agree	Agree	Agree	Noncompetitive compensation

12845237696	Agree	Agree	Agree	Agree	Noncompetitive compensation
12845237006	Agree	Strongly Agree	Agree	Strongly Agree	Noncompetitive compensation
12845236076	Strongly Disagree	Agree	Neutral	Neutral	Noncompetitive compensation
12845235329	Agree	Agree	Agree	Agree	No career progression
12845232067	Neutral	Disagree	Neutral	Neutral	Other
12845217876	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor team dynamics
12845217344	Strongly Disagree	Strongly Disagree	Neutral	Agree	Poor manager relationship
12845214585	Strongly Agree	Agree	Strongly Agree	Agree	Poor manager relationship
12845214429	Don't Know				
12845211131	Neutral	Neutral	Neutral	Neutral	No career progression
12845208187	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Poor manager relationship
12845203725	Agree	Agree	Agree	Neutral	Poor manager relationship
12845203577	Agree	Agree	Agree	Strongly Agree	No career progression
12845203332	Strongly Agree	Strongly Agree	Neutral	Strongly Agree	No career progression
12845198999	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	No career progression
12845188657	Disagree	Disagree	Strongly Disagree	Neutral	Lack of recognition
12845185006	Agree	Agree	Agree	Agree	Noncompetitive compensation
12845170055	Agree	Neutral	Neutral	Strongly Agree	Poor manager relationship
12845164469	Agree	Agree	Agree	Agree	No career progression
12845163088	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	No career progression
12845139708	Neutral	Neutral	Neutral		
12845138071	Strongly Agree	Agree	Strongly Agree	Strongly Agree	No career progression
12845133111	Agree	Agree	Agree	Agree	No career progression
12845130180	Agree	Strongly Agree	Agree	Agree	
12845123507					
12845122141	Strongly Agree				
12845106155	Don't Know	Agree	Agree	Disagree	Poor manager relationship
12845104539	Agree	Neutral	Disagree	Agree	Poor manager relationship
12845101574	Agree	Strongly Agree	Neutral	Agree	Lack of recognition
12845100437	Strongly Agree	Strongly Agree	Agree	Agree	Poor manager relationship

12845099789	Strongly Agree	Agree	Agree	Agree	Poor manager relationship
12845087761	Neutral	Neutral	Strongly Disagree	Agree	Poor team dynamics
12845075024	Neutral	Agree	Agree	Agree	Poor team dynamics
12845058343	Agree	Neutral	Agree	Strongly Agree	Noncompetitive compensation
12845043137	Agree	Agree	Agree	Agree	No career progression
12845033550	Agree	Agree	Strongly Agree	Strongly Agree	Noncompetitive compensation
12845031860	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	No career progression
12845015873	Neutral	Neutral	Neutral	Strongly Agree	Poor manager relationship
12845009323	Neutral	Strongly Agree	Agree	Agree	No career progression
12845003004	Agree	Agree	Agree	Agree	Noncompetitive compensation
12845001328	Agree	Strongly Agree	Agree	Agree	Poor manager relationship
12845000164	Strongly Agree	Agree	Neutral	Agree	No career progression
12844993860	Neutral	Disagree	Disagree	Neutral	Poor manager relationship
12844992518	Agree	Strongly Agree	Strongly Agree	Agree	
12844987465	Agree	Agree	Agree	Agree	No career progression
12844984944	Agree	Agree	Agree	Disagree	Poor team dynamics
12844972858	Neutral	Neutral	Disagree	Agree	Noncompetitive compensation
12844966109	Agree	Agree	Strongly Disagree	Strongly Agree	No career progression
12844948616	Agree	Agree	Agree	Neutral	Noncompetitive compensation
12844939156	Neutral	Disagree	Disagree	Agree	Noncompetitive compensation
12844934232	Agree	Agree	Agree	Neutral	Poor team dynamics
12844933172	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Poor team dynamics
12844916303	Strongly Disagree	Disagree	Disagree	Disagree	Poor team dynamics
12844915498	Neutral	Neutral	Neutral	Neutral	No career progression
12844914280	Neutral	Neutral	Neutral	Agree	No career progression
12844908516	Neutral	Agree	Neutral	Neutral	No career progression
12844908479	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	No career progression
12844902886	Neutral	Neutral	Disagree	Don't Know	

12844885324	Agree	Agree	Agree	Agree	Noncompetitive compensation
12844881275	Neutral	Disagree	Neutral	Neutral	Noncompetitive compensation
12844879777	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Noncompetitive compensation
12844871212	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	No career progression
12844866314	Disagree	Disagree	Agree	Agree	
12844861572	Strongly Disagree	Don't Know	Neutral	Neutral	Lack of recognition
12844854331	Neutral	Neutral	Strongly Disagree	Strongly Disagree	Noncompetitive compensation
12844831156	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	No career progression
12844827368	Disagree	Disagree	Disagree	Disagree	No career progression
12844824176	Agree	Strongly Agree	Agree	Agree	No career progression
12844822550	Strongly Agree	Agree	Agree	Disagree	Noncompetitive compensation
12844816102	Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Poor team dynamics
12844811687	Agree	Agree	Agree	Agree	No career progression
12844776296	Strongly Agree	Agree	Neutral	Neutral	No career progression
12844775983	Strongly Agree	Strongly Agree	Agree	Neutral	Poor manager relationship
12844771207	Neutral	Neutral	Agree	Agree	Noncompetitive compensation
12844770813	Agree	Neutral	Agree	Agree	No career progression
12844769210	Strongly Disagree	Agree	Neutral	Disagree	Other
12844765895	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor manager relationship
12844765282	Agree	Strongly Agree	Agree	Agree	Poor team dynamics
12844764155	Strongly Agree	Strongly Agree	Agree	Strongly Agree	No career progression
12844763177					
12844762535	Strongly Agree	Agree	Agree	Strongly Agree	Noncompetitive compensation
12844760465	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor team dynamics
12844741018	Neutral	Neutral	Neutral	Neutral	Poor manager relationship
12844740474	Strongly Agree	Strongly Agree	Neutral	Strongly Agree	Poor manager relationship
12844739665	Agree	Agree	Agree	Agree	Lack of recognition

12844730408	Disagree	Disagree	Disagree	Disagree	No career progression
12844723834	Neutral	Disagree	Disagree	Agree	No career progression
12844721012	Strongly Agree	Agree	Agree	Agree	Noncompetitive compensation
12844711373	Disagree	Neutral	Agree	Agree	No career progression
12844702946	Agree	Neutral	Disagree	Agree	Noncompetitive compensation
12844699345	Agree	Agree	Neutral	Agree	No career progression
12844697699	Agree	Agree	Neutral	Agree	Other
12844695721	Strongly Agree	Strongly Agree	Strongly Agree		Poor team dynamics
12844692068	Neutral	Agree	Agree	Agree	Noncompetitive compensation
12844686411	Agree	Neutral	Neutral	Neutral	Poor manager relationship
12844685942	Agree	Agree	Agree	Agree	No career progression
12844674955	Disagree	Disagree	Don't Know	Neutral	Poor manager relationship
12844669856	Disagree	Neutral	Disagree	Disagree	No career progression
12844668715	Neutral	Neutral	Neutral	Neutral	No career progression
12844643527	Neutral	Neutral	Neutral	Agree	Noncompetitive compensation
12844642835	Agree	Strongly Agree	Agree	Strongly Agree	Poor team dynamics
12844642240	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Poor manager relationship
12844639098	Strongly Disagree	Disagree	Disagree	Disagree	Poor manager relationship
12844638499	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Poor team dynamics
12844636191	Strongly Disagree	Disagree	Disagree	Strongly Agree	Poor team dynamics
12844635671	Disagree	Strongly Disagree	Strongly Disagree	Disagree	No career progression
12844633943	Agree	Agree	Neutral	Neutral	No career progression
12844633178	Agree	Agree	Strongly Agree	Agree	Other
12844633074	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Poor team dynamics
12844629985	Neutral	Neutral	Neutral	Disagree	Noncompetitive compensation

Source: Author

Abstract

Virtual teams are becoming a common phenomenon in modern organizational management as firms strive to match the rapid rate of globalisation. An increase in the use of information and communication technology (ICT) has further facilitated the idea of remote workstations where employees are working in the geographically dispersed environment but stay connected by technology and shared organizational goals. Consequently, the outbreak of the COVID-19 pandemic in 2020 prompted many firms to adopt virtual teams to ensure business continuity when most companies had to close down or scale down production due to the government's lockdown control of the spread of COVID-19. The decision to create these remote teams came drastically, and the majority of organizations were not prepared to move to online human resource management. Therefore, this study sought to examine the impact of virtual/web-enabled human resource management techniques on remote teams' reliability and retention rates. The researcher employed a mixed research methodology constructed in interpretivism philosophy.

Keywords: COVID-19, Remote Working, Web-enabled, Human Resource Management, Virtual Teams, Digital Platforms, Retention Rates.

JEL Classification Codes:

- E240 Employment; Unemployment; Wages; Intergenerational Income Distribution; Aggregate Human Capital; Aggregate Labor Productivity
- I15 Health and Economic Development
- M540 Personnel Economics: Labor Management