

IDENTIFICATION OF HUMAN RESOURCE RISK BY MANAGERS AND EMPLOYEES THROUGH THE LENS OF THE COVID-19 PANDEMIC

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Purpose: The main purpose of the paper is to identify the gap between the risks indicated by managers at the beginning of the pandemic and some selected actual challenges.

Design/methodology/approach: The text includes both a literature review and the authors' own study consisting of two parts. The first one deals directly with how companies manage risk. The study used a descriptive form that was completed by managers in the first half of 2020. The second part of the study was conducted using the CAWI method and concerned the evaluation of remote working from the perspective of employees. The particular value of combining these surveys is the possibility to compare risk management with the actual risk. External reports were also used to comment on the results.

Findings: Research findings concerning the risks identified at the beginning of the pandemic and the attempt to assess them through the prism of the opinions of employees who worked under pandemic conditions indicate that technology will be an important aspect of many components of the HR function in the future. Thus, it can be accepted that the technological aspect (including the increasing use of IT at work) should be more widely taken into account by employers in the HR risk management methodologies. It is useful to carry out ex-post analysis in risk management methodologies in order to improve the methods of risk identification.

Research limitations/implications: The research results presented and the statements put forward are certainly subject to limitations. As mentioned earlier, many of the indications are region- or sector-specific, and a detailed assessment of risk management must be carried out using case study methods. The conclusions arrived at should therefore be treated in a directional manner. However, this does not change the fact that the pandemic itself is certainly a regional as well as a universal issue and poses similar challenges to all.

Practical implications: Pointing to the application aspect of the study results, it is worth noting that COVID-19 effects or market changes are conducive to the creation of new standards in the field of human resources risk and the promotion of sustainable use of human capital. The research methodology can be used to analyse the phenomenon of HR risk in organisations,

and the research results can be a valuable contribution to building the mentioned standards in organisations.

Social implications: Work on new types of risk should also have a positive impact on human capital construction. Further advances in knowledge in this area will be particularly important as it is estimated that the challenges of work organisation (including remote working) in times of pandemic will stay for long time.

Originality/value: This paper addresses the issue of HR risk management in the face of the pandemic and the development of remote working. The research problem being identified is whether the pandemic situation gives rise to new areas of HR risk and whether the experiences of this period should influence the way risk is managed in the future.

Keywords: remote work, human resources risk management.

Category of the paper: research paper.

1. Introduction

The concept of crisis situations is quite broad in economics. It includes division of crises according to the area, e.g. economic or financial, or to the scale, e.g. regional, national or sectoral. The beginning of the third decade of the 21st century will certainly be associated with a multidimensional crisis caused by a pandemic. At the same time, almost two years after the first lockdowns, the economic and social situation does not cease to amaze and is certainly not homogeneous. Huge falls in demand in some parts of the economy are encountered by rises in others. Such a situation breeds uncertainty and has a huge impact on both businesses and workers, which is an important background for further considerations. The pandemic period has significantly changed the way businesses operate. Many organisational and technical solutions have significantly changed the internal processes, but also the way work is done and the way employees are managed. There have also appeared many situations of uncertainty, not only economic, but also related to the labour market and those working remotely themselves.

Nowadays risk management concepts are based on several basic assumptions defining that the risk portfolio should be considered and that enterprise risk management requires a holistic approach (Dankiewicz, Ostrowska-Dankiewicz and Bulut, 2020). The same approach applies to HR risk management where one should not define fixed risks or the relations between them and performance, but rather try to modify the current scope of the risk portfolio and the methods of identifying risks as well as counteracting, monitoring and mitigating them. It is also worth noting that the individual types of risks are significantly influenced by current events and the economic or social situation. Thus, research findings should not be generalised, which does not mean, however, that there are no valuable attempts made to analyse other areas. However, while the knowledge in this area should be considered interesting and well-established, for the purpose of fulfilling the objectives of the paper, the issues concerning HR risks during

COVID-19 should be elucidated. Some authors have already made attempts to explore the HR areas during the pandemic. A review of the literature made it possible to identify some HR issues and keywords related to COVID-19 research. The results are: employee wellbeing, flexible workforce, remote work, job loss, human capital (human capital efficiency, digital platform, and human capital loss), human resource development (HRD), leadership, performance, communication (Zhong, Yameng, Jian, and Yiyi, 2021).

2. Theoretical background

The literature often analyses the risks associated with sectors or areas, or indicates e.g. the relation between the management practices applied and the HR risk characteristics. For example, regional studies for V4 countries (Poland, Czech Republic, Slovakia and Hungary) note that risks such as high employee turnover rate, insufficient employee qualification, and low work morale and discipline, are significantly higher in Hungary compared with other V4 countries (Kozubíková, Zámečník, and Výstupová, 2020). Interesting areas of research also include analyses of HR risks in specific processes. By way of example, the aim of one study was to develop a hybrid model for risk management and develop strategies to overcome the human resources barriers to effective risk management in international projects. In a research paper 20 barriers were identified where the most important was poor leadership abilities of project manager (Dandage, Rane, and Mantha, 2021).

At the same time, many authors avoid generalisation and employ in their research case-study methods, interviews and questionnaires to analyse and learn from detailed situations (e.g. Balali, Valipour, Edwards, and Moehler, 2021) or detailed risks (Tokarz-Kocik, 2019). Although most risk analyses are done from the perspective of the enterprise as the employer, it is also important to take into account the risks perceived by employees. For example, the impact of job uncertainty on job-seeker performance is analysed (Godlonton, 2020).

Apart from describing individual risks and their determinants, research findings also attempt to identify specific solutions. Taking into account current challenges related to the pandemic and the topic being discussed, it is worth mentioning here such recommendations as e.g. training and development of digital skills, promoting the use of digital platforms, developing multiple skills, and establishing safe working environments or flexible work schedules (Zhong, Yameng, Jian, and Yiyi, 2021). When grouping the aforementioned recommendations together, it is worth noting that they often improve the methodology covering the whole process of risk management. They concern the management methodology itself or early warning models of human resource management risk. The models include identification, preparation, analysis, planning, organising, control, early response, counteraction, selection and cost of preventive actions (e.g. Yan, Deng, and Sun, 2020; Mitrofanova, A., Mitrofanova, E.A.,

Konovalova, Ashurbekov, and Trubitsyn, 2017; Mytnik, Piskorz, and Badzmirowski, 2018; Huang, Sun, Guan, and Peng, 2017).

Although the paper addresses the topic of HR risk in the context of remote working, it is worth noting that in some studies the perspective of entrepreneurs' assessment reduced the significance of HR risk. For example, in some studies on SMEs in the Czech Republic and Slovakia financial risk was considered as one of the three most significant risks in around 35% of the companies, and during the COVID-19 crisis in around 57% while the rating for personnel risk decreased from on average 65% to 28% (Cepel, Gavurova, Dvorsky, and Belas, 2020). Nevertheless, there is no doubt that the COVID-19 situation poses immediate threats to the organisations' performance and viability, which means they have to face many challenges, also related to HR. Among these challenges are person-environment (e.g. shifting to remote working, environments or implementing new workplace policies and procedures to limit contact), work-family balance (Carnevale, and Hatak, 2020).

Commenting on these results, it is worth noting that they do not indicate new areas of risk, but change its value. Nevertheless, one should agree with the authors that COVID-19 has an enormous impact on conventional human resource management and requires the theoretical and empirical attention of researchers. At the same time, before presenting our own research, it is worth sorting out the relevant economic and social context using the results of reports and analyses by independent institutions.

In the wake of the COVID-19 pandemic many countries have taken a number of actions to mitigate the negative impacts, such as increased unemployment. These actions include (OECD, 2020): increasing income support for workers losing their jobs or wages and increasing paid sick leave, introducing measures to allow people to stay at home, providing support to businesses to save viable jobs and mitigating cash flow problems. These actions were mainly monetary in nature. For example, the European Commission (n.d) indicates that EU Member States received budgetary, liquidity and policy resources totalling EUR 3.7trn. It also estimates that the global fiscal support in 2020 amounted to USD 14trn, equivalent to 13.5% of the global GDP (World Bank Group, 2021, p. 17). An example of this can be seen in the UK, where the government offered funding to employers until September 2021 to cover part of the wages of workers who are unable to work. In total, from August to November 2020, around 9 million people received 80% of their income in this way (Bank of England, n.d.). It should be noted that all these measures were aimed at protecting jobs, income or supporting the transition to remote (home-based) working, but they may also indirectly affect employees' mental health.

At the same time, the OECD (2021) emphasises that it was already before the crisis that mental health support was poorly integrated into the welfare, labour and youth support schemes so it is still crucial to develop strong and more integrated policies to support employees' mental health. This is critically needed as numerous studies indicate that employees' mental health has suffered during the pandemic (Zdrowie psychiczne..., 2021). A study conducted by McKinsey in 2020 (on the US labour market) found that the majority of employees reported difficulties

accessing mental health care, and around 70% of employers planned to invest in mental health resources for their employees by starting, continuing or expanding the benefits in 2021. At the same time, the most common reported reasons for reducing or discontinuing support (reported by around 10 to 15% of employers) were the cost, complexity of resource management and low use of the resources by the employees (McKinsey, 2021). The pandemic affected women's psychological well-being more than men's, which may be due to a shift towards traditional gender roles during the COVID-19 pandemic (Meyer, Zill, Dilba, Gerlach, and Schumann, 2021, p. 547).

What emerges from the above data is a picture of huge interventions affecting the labour market (and therefore demand and supply during the pandemic) and, at the same time, huge internal challenges for employers who will have to deal with the effects of employees' disrupted mental health. This raises the question of whether managers are correctly identifying the risks emerging.

3. Research methodology

In the first part of the study, a descriptive form (Table 1) was used, in which respondents had to identify the risks (minimum 4, maximum 10 significant HR risk situations), indicate their sources and assess the probability of occurrence and possible consequences. The form was filled in by Polish mid- and senior-level managers of organisations who were participants in MBA studies. The survey was conducted in the first half of 2020. Before completing the form, the managers had been provided with adequate preparation that enabled them to contemplate, discuss and later assess the individual HR risks in their own organisations. A total of 45 forms were completed and 275 risks were identified. Due to the way the survey was used and due to its scale, the breakdown of results by scale or industry, or other company characteristics was omitted in this paper.

Table 1.
Survey form

Description	Risk 1	Risk 2	Risk n
Name, nature and type of risk			
Source of risk (describe in brief)			
Possible effects (describe in brief)			
Impact assessment (1-10)*			
Assessment of the likelihood of occurrence (1-10)**			
Possible ways of counteracting	<i>(not used in this article)</i>		
Possible mitigation measures			
Method of monitoring			

Source: own study.

In addition to the identification of risks, the survey asked respondents to rate subjectively the likelihood and impact of the identified risks (on a scale of 1-10) indicating the relevant definition, where according to the scale:

1. 10 – will definitely happen; 1 – very low likelihood,
2. 10 – inability to continue operations; 7 – loss of viability; 5 – a significant decline in performance; 1 – negligible impact on operations.

The average rating of the likelihood that a particular risk will materialise and of the consequences of its occurrence was at mid-level – above 5. The standard deviation in both criteria for all risks was not high – 0.58 for the consequences of the risk and 0.73 for the likelihood of occurrence, respectively, which may indicate some difficulty in assessing these aspects by managers leading to choosing middle scores on the scales. It is worth noting that similar breakdowns are also proposed by other authors, but in their research findings they indicate the necessity of using expert opinions and not only internal ones (cf. Tikhonov, 2020), although at the same time it is indicated that for adequate risk measurement quantitative methods are necessary (Dankiewicz, Ostrowska-Dankiewicz, and Bulut, 2020).

An important conclusion of the study at this stage may therefore be to point out the difficulties experienced by managers in properly assessing risks (and the tendency to average them out). Indeed, other researchers also point out that most enterprises are aware of human errors and the associated personnel risks, but they do not pay enough attention to the mistakes of managers (Hudakova, Lahuta, 2020), and they themselves do not always implement risk management solutions sufficiently (Bombiak, 2018). Despite these reservations, the results presented include matrices of sources and areas of risk with assessments of the likelihood and consequences of their occurrence.

A CAWI survey was conducted in order to comment on the results from the perspective of time and experience of the pandemic period and to include the views of employees. The surveys were carried out in mid-2021, addressing the topic of enforced (pandemic-induced) remote working of office workers (500 people in total were surveyed). As in the case of the first survey, a closer analysis of the response structures according to the characteristics of the respondents or the companies in which they work was omitted here. At the same time, the results were used to try to assess and comment on the ability to predict the risks associated with remote working and the pandemic. The structure and the links between the surveys are shown in Figure 1.

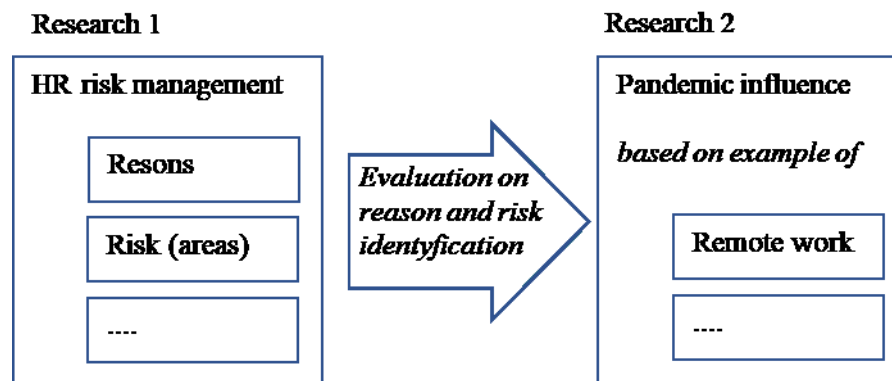


Figure 1. Research layout. Source: own study.

4. Results

The sources of the risks identified were grouped into the categories they concerned and divided into two areas: internal (dependent on the company) and external (dependent on the environment in which it operates). Among the internal sources most frequently mentioned by managers were those related to employee competence (e.g. lack or loss of suitably qualified staff), as well as related problems with the employee development system and the promotion system. These sources may in part be related to the labour market situation in most sectors, where the employee market is currently returning (cf. Money, 2021), while failure to provide opportunities for development and promotion may translate into a loss of competent employees and difficulty of replacing them.

This was also emphasised by the managers, who often pointed to another of the sources of external risks – the labour market and the political and legal conditions. These sources of risk, in turn, can be linked to internal risk involved in personnel planning (employment structure), which risk was also among those most frequently identified. Still in the area of company-related risks, it should be noted that common risk sources that were identified concerned the system of remuneration, communication and incentives. On the other hand, a risk source that is heavily dependent on employees was negligence – especially with regard to health and safety regulations, but also proper communication or some other staff duties.

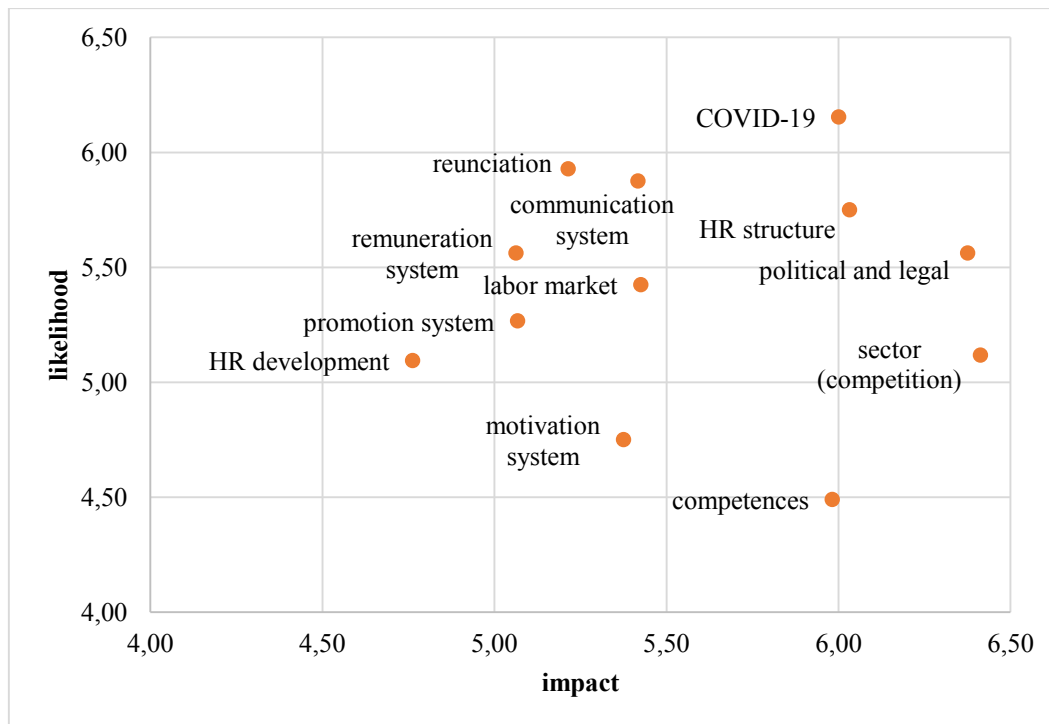


Figure 2. Risk cause matrix. Source: own study.

Subject to the reservations indicated above, the risk matrix presented (Figure 2) shows that the sources associated with the most severe impact for the company were those related to political and legal conditions and the effect of the sector on the company, i.e. those stemming from the external environment, as well as the COVID-19 pandemic, a risk source that was associated with a high (relative to the others) likelihood of occurrence. Among the internal sources of risk, those with significant impact included personnel planning and staffing structure. Interestingly, even though the lack of competence was commonly indicated as a source of risk associated with highly significant, the likelihood of occurrence of this risk was rated the lowest.

Each risk listed was assigned an area that may be affected. Many authors propose a classification of risks, e.g. with divisions for the risk as a whole, e.g. political or social (e.g. loyalty), or with reference to the risks in the HR areas, such as risks of labour relations or risks of inappropriate working conditions (Tikhonov, 2020), but for the purpose of the overall comment, a different breakdown was proposed, based on the results obtained, i.e. a division according to the areas affected by each risk with another division of the components of the HR functions responsible for the particular areas of activity.

On this basis, it was shown that the most frequently occurring area were errors in staff management. At the same time, equally frequently identified risk areas include turnover, loyalty, but also absenteeism and age structure. These risks indicate the difficulty of establishing a long-term relation with an employee. It may be even more acute in some industries, especially in positions with a simple scope of work, in view of the current surplus of job offers over the demand for work at employment agencies employing foreigners (Business

Insider, 2021). Other frequently perceived areas of risk are those relating to the competencies of employees, their commitment and the resultant development (Figure 3).

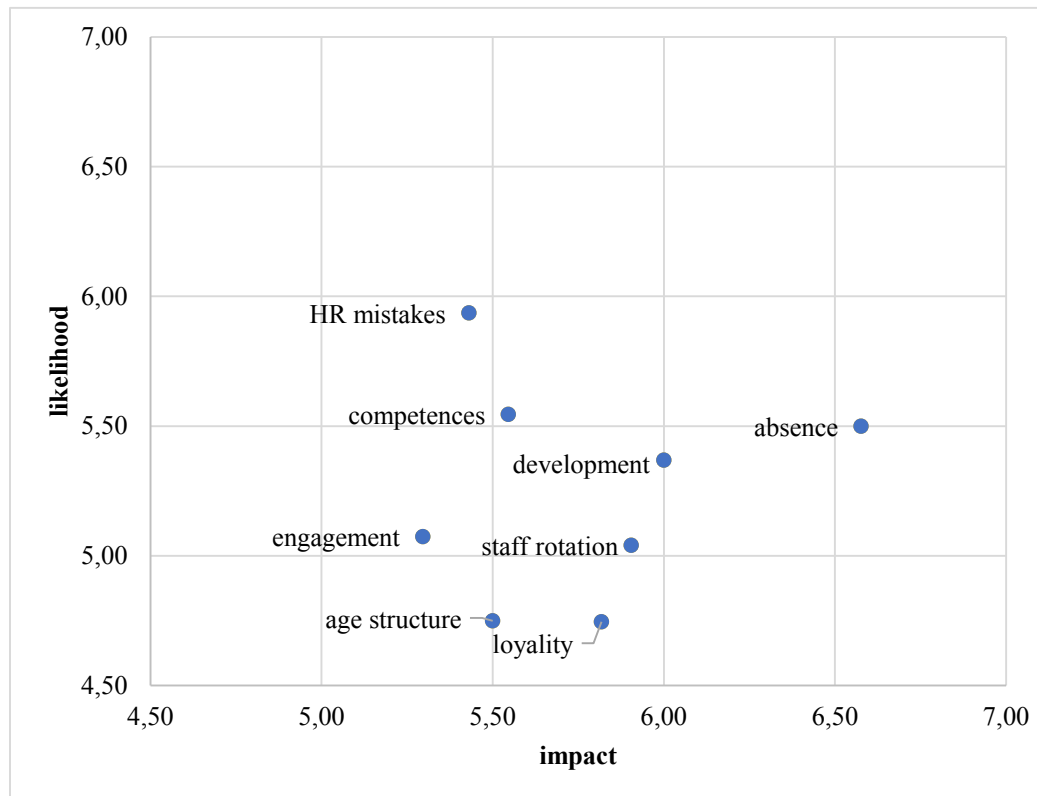


Figure 3. Areas of HR risk. Source: own study.

Considering the scale of possible consequences, the possibility of risk in the area of absenteeism becoming reality is associated with the most highly rated impact, all the more so if these absences cannot be predicted. Highly rated was the impact of risks in the area of turnover and development although they have a lower likelihood occurrence than popular or mistakes made in connection with employee management. One of the lower impacts and likelihoods of occurrence was associated with risks in the area of age structure, which may be due to the predictability and frequently undertaken actions in the area of this risk.

The individual risks were also assigned to the area of human resource management they concern (Figure 4). The area most commonly indicated by managers was workforce planning even though the likelihood of this risk occurring was one of the lower among the main types of risk. Next in terms of indications were risks in the area of motivation and development, the impacts of which were assessed similarly, while the area of development had a higher likelihood of becoming reality. It should be pointed out here that these areas are closely connected – failure to provide opportunities for development is often associated with a lack of motivation of the employee for further work and may result in looking for a new employer. Hence it is probably no coincidence that risks in the area of recruitment were mentioned by managers together with a high likelihood and higher potential impact than others. Another frequently identified risk area was the organisational area (work planning) with the highest

possible impact in the key risk areas even though the risks indicated were often associated with short-term consequences (e.g. due to unplanned absences or unused holidays). The areas of remuneration and management, which appeared equally frequently in the managers' indications, had almost identical high likelihoods of occurrence, with higher scores for impact in the management area.

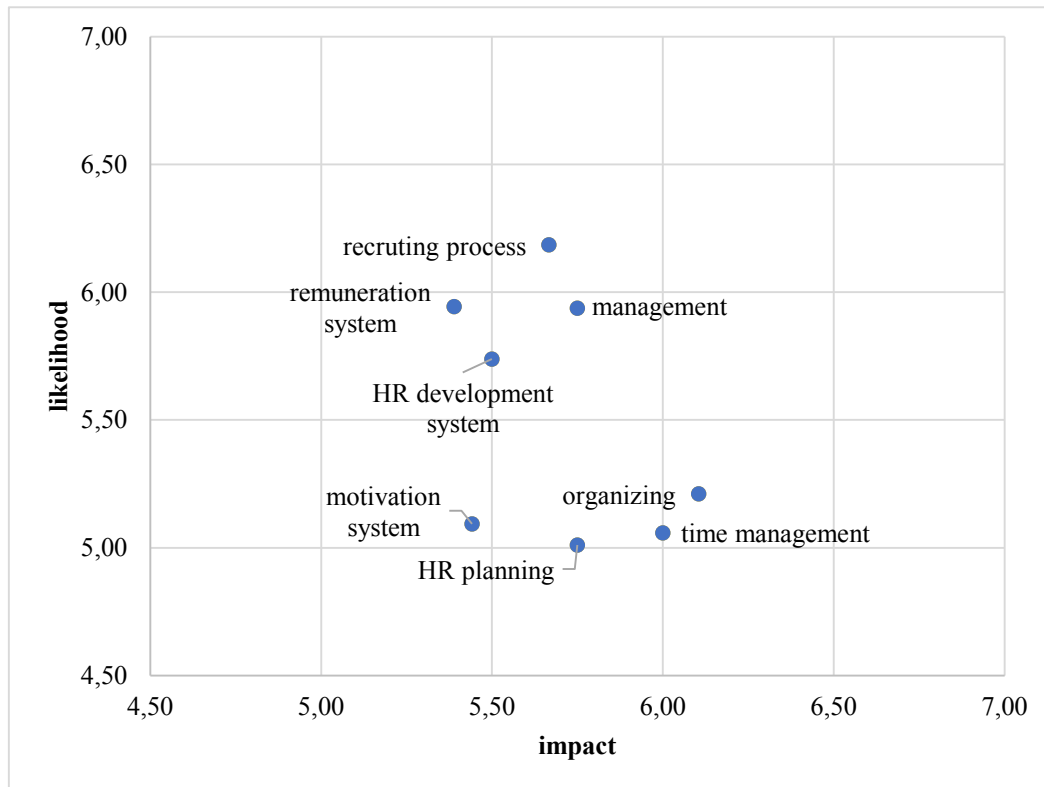


Figure 4. Components of the HR function related to the risks identified. Source: own study.

Summarising the results so far, it is important to note that during the initial period of the pandemic managers:

1. most often recognised components of the labour market and their own staffing structure (including competences) as the sources of risk – and in a similar manner, they rated the impact and likelihood of risk associated with these sources as high.
2. At the same time, only less than 4% of the risk sources identified referred to the COVID-19 situation although the risks associated with this source had high scores.
3. The problem area and HR action area were related to the sources and included staffing (including staff with the right competencies) and staff turnover; however, work organisation was also identified as an area of risk the impact of which could be significant.

When interpreting the results, certain limitations should be borne in mind – they may be related to the regional conditions or the scale of operations. For example, in the area of sources, research in the Czech Republic and Slovakia shows that contrary to the results presented in this paper, evaluation of employee turnover was relatively positive as a considerable part of entrepreneurs stated that turnover was low and did not have a negative impact on their business.

(Kotásková, Belás, Bilan, and Khan, 2020). Similar differences may be due to technological advancement or even the scale of state intervention as mentioned in the paper.

However, regional conditions will not affect the assessment of the extent to which COVID-19 risks are taken into account. This therefore provides a basis for verification and an attempt to assess ex-post the correctness of managers' identification of the sources and of the risk itself.

5. Discussion

Indeed, in the first of the surveys presented, 4% of the sources indicated related to pandemic concerns (with the most common source – lack of competencies – occurring in 16% of the risks indicated). In particular, respondents feared that the employees might be split into groups and isolated individuals, which fears included the consequences of enforced remote working and physical isolation. The lack of preparation, 'immaturity' of employees, but also the lack of standards and infrastructure that should be provided by the employer in remote working were directly pointed out.

Interestingly, further in the survey (in a part not presented in full in this paper), respondents indicated suggested solutions. These included the development of procedures or policies for remote working (and generally, procedures for emergency situations), preparation of tools enabling better collaboration between teams, conducting appropriate trainings, changes in the planning work, work accountability and granting subsidies for equipment.

It is worth noting that these indications confirm the validity of the choice of the area of remote working (as one of the more important changes in the pursuing of many professions during the pandemic) for the assessment of the earlier indications of managers.

It is the results of the authors' second survey¹, in which employees evaluated a period of remote working, that will serve for this assessment. Questions on the determinants of remote working and later on the role of technology were extracted from the wider survey. The questions on determinants concerned the factors that favour and factors that hinder remote working and its effectiveness:

1. among the favourable factors, the organisational elements related to working time (flexibility, cost-effectiveness, and combining with private life – although at the same time private life conflicts were an important hindering element) were rated highest.
2. among the hindering factors, the aspects of workplace design and technical organisation (availability of resources) and coordination were key ones.

¹ In a separate publication, the authors have carried out a closer analysis of these determinants and their consequences, but for the purpose of this paper only aggregate results have been used.

Against this background, it must be acknowledged that the importance of the area of organisation considered by managers as a vital aspect of HR risk in general, and the indication of organisational issues as necessary solutions during the COVID-19 pandemic, is momentous. At the same time, the analysis of the risks indicated by the managers only touched on technical and technological issues at very few points, in terms of e.g. accessibility to resources or organisation of the workplace.

In contrast, the importance of these aspects was highlighted in the opinions of employees (Figure 5). According to the respondents, technology was crucial for efficiency (e.g. the number of mistakes made, amount of work, and effort): 45% of them evaluated the impact of technology on work positively, and 14% negatively. At the same time, the importance of technology for task performance (e.g. efficiency of task performance, scope of responsibilities, timeliness, and division of labour) was assessed positively by 47% of the respondents, and negatively by 15%.

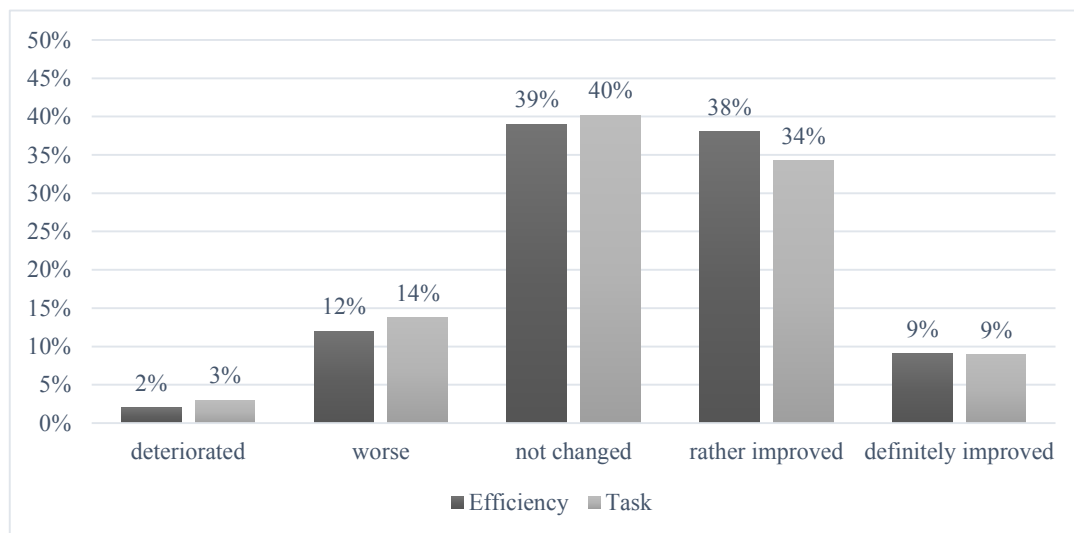


Figure 5. Influence of technology on task (amount of task) and efficiency (of work). Source: own study.

Assessing the indications with the benefit of hindsight extending now over a year, it is important to note that the managers rightly identified COVID-19 as a highly likely source of risk, and they also identified the area of organisational challenges as important in terms of impact likelihood. Obviously, these two studies cannot be directly compared; nevertheless, it is important to note that technological aspects were cited as risks rather than elements of mitigation. They were not rated as crucial at the start of the pandemic, but had a significant impact on work in the opinion of the employees themselves.

Similar conclusions are reached by other authors who indicate the need for a more up-to-date approach to HR risk management. A proposed framework for identifying sources of risks consists of two levels (Popescu, Santa, Teleaba, and Ilesan, 2020):

1. the first correlating globalization and 4.0 development stage challenges. It is shown by the matrix identifying source of risk like technological progress, cultural patterns, and domains sensitive to risks like work performance, working skills, working models, environment & tools.
2. the second level focuses on the sources of risks arise due to a company's digital transformation with regard to the choice of the working models configuration, employees' recruitment & hiring, training, working planning, organization & control, and setting up working regulations.

Interestingly, it has also been noted in studies on other risk areas that the technological (and organisational) aspect is prominent during the pandemic. For example, the dimensions of resource management risk competence shows that the dominant ones were technological competencies (Drozdowski, Rogozińska-Mitrut, and Stasiak, 2021). At the same time, the study noted that as the management levels increased, organizational resource management risk increased and technological resource management risk decreased. This seems to indicate that the sources of information should be diversified to a larger extent in the methodology of risk management. For example, in a remote working situation managers may have failed to recognise the importance of efficient technological solutions (for operational work or communication).

6. Conclusion

There is a wide literature proving that human resource risk management frameworks provide a conceptual model for the systematic development and planning of human resource risk management activities (Kermani, Beheshtifar, Montazery, and Arabpour, 2021). However, this knowledge is constantly evolving. The literature has attempted to identify megatrends and find out how they affect the level of individual types of personnel risk. However, technological challenges were not always considered among these megatrends (i.e. among globalisation, demographic changes and the increasing pluralism of values and lifestyles, e.g. Lipka, 2016).

Research findings concerning the risks identified at the beginning of the pandemic and the attempt to assess them through the prism of the opinions of employees who worked under pandemic conditions indicate that technology will be an important aspect of many components of the HR function in the future. Thus, it can be accepted that:

1. the technological aspect (including the increasing use of IT at work) should be more widely taken into account by employers in the HR risk management methodologies;
2. it is useful to carry out ex-post analysis in risk management methodologies in order to improve the methods of risk identification.

In related publications (in the process of being published), the authors of this paper develop the subject matter in two directions:

1. they examine the determinants of remote working (with particular consideration of technology) and its effects;
2. apart from identifying staffing risks, they also examine ways of monitoring them and reducing the likelihood and impact of their occurrence.

The research results presented and the statements put forward are certainly subject to limitations. As mentioned earlier, many of the indications are region- or sector-specific, and a detailed assessment of risk management must be carried out using case study methods. The conclusions arrived at should therefore be treated in a directional manner. However, this does not change the fact that the pandemic itself is certainly a regional as well as a universal issue and poses similar challenges to all.

To summarise the considerations from the perspective of the assessment of the effect of the pandemic for HR risk, it is worth noting that risk is defined as a potential (measurable) variability of events (although it is worth noting that the scope of the definition is extremely wide, cf. Aven, 2011). Alongside risk, uncertainty is defined as doubting the ability to predict the consequences of current events (Janasz, 2009). In seeking to develop better risk management methods, it is therefore important to take into account the fact that situations such as pandemics should be assessed in terms of uncertainty rather than risk. The conclusions drawn should not therefore be used to assess the performance of managers (including those managing staffing risks), but rather as lessons for the future.

While issues directly related to remote working and its impact on organisations may be associated with risk, it is worth remembering that even almost 2 years after the outbreak of the pandemic, both the state of social health and the state of the economy create a situation of uncertainty that affects decision makers, managers and employees alike. Thus, the attempt to take stock of the challenges will allow at least a partial reduction of uncertainty and more effective management, which will address the known categories of risk.

Indicating also the application aspect of the study results, it is worth noting that the effects of COVID-19 or market changes encourage developing new standards to address human resource risks and promote sustainable human capital (Grove, Clouse, and Xu, 2021). As is pointed out, such measures (human capital disclosure) have a significant and negative effect on the cost of capital and a positive impact on firm value (Salvi, Raimo, Petruzzella, and Vitolla, 2021). Work on new types of risk should also have a positive impact on human capital construction (Jia, and Bradbury, 2020). Further advances in knowledge in this area will be particularly important as it is estimated that the challenges of work organisation (including remote working) in times of pandemic will stay for long time (Carnevale, & Hatak, 2020).

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