

***Human Resource Management during Covid-19 Pandemic:  
New Venues from A Systematic Narrative Literature Review***

**Nour El Houda YAHIAOUI <sup>1</sup>**

<sup>1</sup> Djillali Liabes University (Algeria)

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**Abstract:**

The spread of COVID-19 made corporations face a new normal that offered different research venues for scholars. The purpose of this study is to identify human resource management (HRM) related venues in business organizations.

The study applied a systematic narrative literature review to HRM published literature during the COVID-19 pandemic through two electronic databases Google Scholar and Scopus from Mars 2020 to the third quarter of the year 2021 and reviewed 28 included relevant articles.

The study finds that the most important discussed HRM issues during the COVID-19 pandemic can be summarized in: (1) Challenges facing HRM are mainly challenges of employee's organisational behaviour and personal lives, challenges for HRM tasks and roles, remote work, the need for hygiene and safety measurements. (2) HRM innovative practices were related to the changes in leadership styles, remote and virtual work, HR managers as dynamic change agents and team management (3) HRM and organisational behaviour issues were related to leadership, team management and trust, sustainable and socially responsible HRM.

The study concluded that the paramount possible paths for future research in HRM seems related to the use of technology and telework and to the role of HR leaders in supporting different aspects of organisational behaviour in situations of crisis.

**Keywords:** Human Resource Management; Challenges; Innovative Practices; New Venues; Covid-19 Pandemic; Systematic Narrative Literature Review

**Jel Classification Codes :** M12 ; M51 ; M54 ; M49

## **1. Introduction :**

COVID-19 is an unprecedented health crisis, given its rapid spread. It was considered as a global pandemic on March 2020 by the World Health Organization (WHO, 2020). Social distancing, lockdown measures, people being quarantined, closing schools, universities and businesses and restricting travels are all measures that have been imposed by countries and governments to reduce the virus' spread. Coupled with these measures, the COVID-19 outbreak has forced organizations to confront unforeseen risks (Yue, 2020) and to try to recover from this economic shock and start reopening.

The spread of COVID-19 has lasted for more than two years, and its effect on HR will remain in the long run. Corporations are facing a new normal that offers different research venues for scholars and practitioners. In such circumstances, Human Resources Management (HRM) faced a complex and challenging environment where managers were supposed to find ingenious solutions to cope with this unprecedented situation, in the mid that no one can predict when this ongoing pandemic will end and with an HR strongly shaken and plunging into great fear and uncertainty.

In this context, studies of the impact of COVID-19 on HRM were needed and the scientific community support was important, to provide managers and HRM practitioners with relevant information related to this new pandemic that will help them to go through it and to be able to support their employees and sustain their company's business.

The purpose of this study is to identify new venues related to HRM in business organizations during the COVID-19 pandemic, by reviewing research conducted on emerging HR issues and related subjects and practices across various industries (tourism, hospitality, international logistics industry...); to explore emerging HRM issues and challenges during the COVID-19 pandemic.

## **2. Literature review: HRM and COVID-19 pandemic**

COVID-19 is the most recent precarious catastrophe that caused physiological and psychological harm to all humans. Coronavirus disease is a fatal respiratory viral infection that has caused a significant number of deaths. All economies were temporarily shut down as a preventative measure by the World Health Organization, resulting in a recession in practically every organization (Kularatne, 2020).

### **I.1.The COVID-19 Pandemic**

Epidemiological evidence pointed to the outbreak to have an association with a seafood market in Wuhan, a city in Hubei province in China. The first case reported in China was on 12 December 2020, but by the month-end in January 2021, the virus had infected around two thousand people in China. COVID-19 (caused by the severe acute respiratory syndrome coronavirus2, i.e., SARS-CoV-2) belongs to the same family as SARS and Middle East respiratory syndrome coronavirus (MERS-CoV).

From the probable place of origin i.e., the Wuhan seafood market, the zoonotic transmission began and spread in countries all over the world. This arguably became possible due to the property

of the coronavirus, being capable of getting transmitted from person to person (Kaushal & Srivastava, 2021). The impact of coronavirus outbreak has long surpassed the impacts felt during SARS epidemic in 2002-2004. The lives lost and the shutting down of major economies is speculated to have a tremendous impact on the economies worldwide (worldometers, 2021).

## **I.2.The COVID-19 Pandemic and HRM**

When examining recent and relevant literature which investigated the impact of COVID-19 on HRM, many studies have investigated this impact, when there are articles that examined generally the relationship between COVID-19 and HRM, and articles that examined the impact of the pandemic specifically on each HRM function and practice, e.g., recruitment and compensation.

Studies found that COVID-19 has grandly shaken all organizations and created a complex and challenging environment for managers and HRM; ingenious solutions needed to be found to ensure the continuity of companies and to help employees to cope with this crisis (Dayal, Thakur, & Asamoah-Appiah, 2021; GopaliDayal, Divya, & William Asamoah-Appiah, 2021). Dramatic changes caused by the new coronavirus COVID-19 have unprecedented implications on companies around the globe and influenced HRM profoundly; COVID-19 has brought an unexpected need for change within organizations, particularly HRM (Gonçalves, et al., 2021).

The Coronavirus outbreak presented a significant threat to all kinds of companies, all known business models came under question. The crisis served as a check-up, allowing executives to question existing systems, the company, and its management capacities (Gurbuz & Ozkan, 2020). The occurrence of the COVID-19 pandemic revealed many weaknesses in business functioning; it turns out that managers are not prepared to manage the enterprise's resources in a high-risk environment (Grzegorz, Joanna, & Jacek, 2021).

During the Covid-19 crisis, HRM needed to manage people to enable business continuity and ensure work-life balance. Since the future will bring more flexible, remote-friendly, digital working norms, the changes in policies, processes, workspaces, collaboration systems, and employee wellness are of increasingly urgent importance (Iza & Gigauri, 2020). Thus, Studies recommended that companies and HR managers should develop crisis management plans and elaborate new policies for remote as well as hybrid working systems as a response to the current and future crises (Iza & Gigauri, 2020). Managers, decision-makers, and team leaders should develop strategies that enable employees to use advanced technologies as well as update their digital skills to work from home. Training sessions should now take place online to keep the employees up to date (Umana, Okoli, Mbak, Onah, & Zubair, 2021).

As the impact of the COVID-19 pandemic continued to grow, new challenges in the organizational and business environment emerged, causing the HRM to develop a flexible yet strategic and sustainable response in the face of instability and uncertainty. HRM practices that focus on employees' emotional, psychological, and cognitive states started becoming crucial (Jaskeviciute, Stankeviciene, Diskiene, & Savicke, 2021). Different aspect of organisational behaviour was studied and HR behaviour came to interest: autonomy in decision-making, supervisor support, employee care, the empowerment of workplace decisions, open communication in shared goals, assurance, the effect of virtuality on team trust and effectiveness, mindfulness and perceived organizational support at work, fear of COVID-19, security and emotional exhaustion, emotions, psychological safety and organisation support, employee engagement during the pandemic, employee wellbeing and organizational trust... were all critical subjects in HRM studies during COVID-19.

Nonetheless, all the challenges and problems faced by HRM, this pandemic have enabled businesses to adopt innovative approaches such as new ways of working and the use of modern technology (Gurbuz & Ozkan, 2020). There was increased use of teleworking and layoffs, and a positive assessment of the organizations' level of preparation and adaptation to this crisis (Gonçalves, et al., 2021). Sustainable HRM practices that address the needs of employees are especially important as they have a positive impact on employee well-being. In addition, ensuring employee well-being based on sustainable HRM principles builds trust in the organization.

### 3. Research Design

In this study, a systematic narrative literature review was carried out through electronic databases of Scopus and Google Scholar, using the keywords "human resource management" and "COVID-19". The research query used for identifying articles on each database and the number of results obtained are presented in Table 1. We refined the identification results by screening the articles by abstract, keywords and title, then by selecting articles published during the years 2020 and 2021 (since the pandemic outbreak). For Scopus database, we refined the results by choosing articles published in English and from the Business, Management, and accounting subject area.

Then these articles were reviewed based on inclusion and exclusion criteria. *Inclusion criteria* included all types of studies published as articles in different reviewed journals that examine HRM in different subjects during the COVID-19 pandemic. *Exclusion criteria* included duplicated articles, non-English language articles, articles where the full text could not be accessed or articles still in press, clinical organization articles due to their different nature or articles discussing HRM in the health care sector or institutions, handbooks, internship reports and doctoral dissertation. We excluded conference proceedings from this since some scholars recommend excluding them (Scott-Findlay & Estabrooks, 2006).

After the screening, 78 articles were carefully selected for full-text review. Based on the inclusion and exclusion criteria 28 articles were finally included in the study, the selected papers were then thoroughly read to illustrate HRM practices during Covid-19. Table 2 shows the steps of identifying, screening and achieving the final number of articles as well as the number of results (hits) extraction. The contents of the final 28 articles were analysed. The articles analysed in this paper are all listed in the section 'References'. The results are presented in the form of tables, and textual analysis.

**Table (1): Search strategy used in the databases**

Database source	Used research query	Number of results/hits
Scopus	1. <b>Identification stage:</b> ("human resource managment" AND "covid-19")	178
	2. <b>Screening stage:</b> (TITLE-ABS-KEY("human resource managment" AND "covid-19") AND LANGUAGE(english)) ANDPUBYEAR > 2019	37
Google scholar	1. <b>Identification stage:</b> AND "covid 19" "human resource management"	41.000
	2. <b>Screening stage:</b> allintitle: AND "human resource management" "covid 19"	41

**The source: developed by the author**

**Table (2): Screening process of articles included in the study**

<i>Stage</i>	<i>Database</i>	<i>steps</i>	<i>Total Articles</i>
<b>Identification</b>	Scopus	Identifying articles by researching databases Scopus database and Google Scholar).	Scopus= 178
	Google scholar	Identifying articles by researching databases Google Scholar database).	Google Scholar=41.000
<b>Screening</b>	Google scholar	Only during the years 2020 and 2021 (since the pandemic outbreak).	Google scholar=18.100
		Screening by abstract, keywords and title	Google Scholar=41
	Scopus	Only during the years 2020 and 2021 (since the pandemic outbreak). Screening by abstract, keywords and title Only in English language	Scopus= 37
<b>Inclusion/exclusion</b>	Google scholar & Scopus	1. Omission of books and proceedings Conference handbooks internship reports doctoral dissertation (keeping Articles only) 2. Omission of duplicates 3. Omission of articles in process (keeping Article in their final publication stage). 4. Omission of incomplete Articles (full text could not be found).	1. Duplicates= 8 2. in process= 13 3. books and proceedings= 10 4. incomplete Articles=19
<b>Entry</b>			<b>28</b>

**The source: developed by the author**

## **4. Results and discussion**

### **4.1 Bibliographic information of the articles included in the study**

The results of the review of the selected articles and the bibliographic information of the 28 articles entered in the study, including the author's name, article title, year of publication, journal name and source were obtained and presented in Table 3.

**Table (3): Bibliographic information of the articles included in the study**

<i>N°</i>	<i>Author name</i>	<i>Article title</i>	<i>Year</i>	<i>Journal</i>	<i>source</i>
1	Kulshreshtha,K., Sharma,G	Understanding e-leadership: Please mind the gap	2021	Technological Forecasting and Social Change,168, art.no.120750 DOI: 10.1016/j.techfore.2021.120750	Scopus
2	Paul,R.,Furner,C., Drake,J., Hauser,R., Kisling,E.	The Moderating Effect of Virtuality on Team Trust and Effectiveness	2021	IEEE Transactions on Professional Communication, 64(2), art. no.9424992, pp.185-200. DOI:10.1109/TPC.2021.3064393	Scopus
3	Chen,H., Eyoun,K	Do mindfulness and perceived organizational support work? Fear of COVID-19 on restaurant	2021	International Journal of Hospitality Management, 94, art.no.1028505 DOI: 10.1016/j.ijhm.2020.102850	Scopus



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		frontline employees' job in security and emotional exhaustion			
4	Lee,H	Changes in work place practices during the COVID19 pandemic: the roles of emotion, psychological safety and organisation support	2021	Journal of Organizational Effectiveness, 8(1), pp.97-128. DOI:10.1108/JOEPP-06-2020-0104	Scopus
5	He, J., Mao,Y., Morrison,A.M., Coca-Stefaniak,J.A	On being warm and friendly: the effect of socially responsible human resource management on employee fears of the threats of COVID-19	2021	International Journal of Contemporary Hospitality Management, 33(1), pp.346-366. DOI:10.1108/IJCHM-04-2020-0300	Scopus
6	Chiwawa,N., Wissink,H.	Determinants of Employee Engagement in the South African Hospitality Industry During COVID-19 Lockdown Epoch: Employee Perception	2021	African Journal of Hospitality, Tourism and Leisure,10(2), pp.487-499. DOI:10.46222/AJHTL.19770720-113	Scopus
7	Jaskeviciute,V., Stankeviciene,A., Diskiene,D., Savicke,J.	The relationship between employee wellbeing and organizational trust in the context of sustainable human resource management	2021	Problems and Perspectives in Management, 19(2), pp.118-131. DOI:10.21511/ppm.19(2).2021.10	Scopus
8	Kaushal,V., Srivastava,S.	Hospitalityandtourismindustryamid COVID19 pandemic: Perspectives on challenges and learnings from India	2021	International Journal of Hospitality Management, 92, art.no.102707 DOI: 10.1016/j.ijhm.2020.102707	Scopus
9	Carnevale,J.B., Hatak,I.	Employeeadjustmentandwell-beingintheeraofCOVID19: Implications for human resource management	2020	Journal of Business Research, 116, pp.183-187. DOI: 10.1016/j.jbusres.2020.05.037	Scopus
10	Gurbuz,I.B., Ozkan,G.	Transform or Perish: Preparing the Business for a Post pandemic Future	2020	IEEE Engineering Management Review,48(3), art.no.9161265, pp. 139-145 DOI:10.1109/EMR.2020.3014693	Scopus
11	Ahmed,T., Khan,M.S., Thitivesa,D., Siraphatthada,Y., Phumdara,T.	Impact of employees' engagement and knowledge sharing on organizational performance: Study of HR challenges in COVID-19 pandemic.	2020	Human Systems Management, 39(4), pp.589-601. DOI 10.3233/HSM-201052	Scopus
12	Ungureanu,P., Bertolotti,F.	Backing up emergency teams in healthcare and law enforcement organizations: strategies to socialize new comers in the time of COVID-19	2020	Journal of Risk Research, 23(7-8), pp.888-901. DOI:10.1080/13669877.2020.1765002	Scopus
13	Collings, D. G., McMackin, J., Nyberg, A. J., & Wright, P. M.	Strategic human resource management and COVID-19: Emerging challenges and research opportunities.	2021	Journal of Management Studies. DOI: 10.1111/joms.12695	Google scholar
14	SULAIMAN, MOHAMMED ALI BAIT ALI; et al	COVID-19 Challenges and Human Resource Management in Organized Retail Operations	2020	Utopía y Praxis Latino americana, vol. 25, no. Esp.12, 2020 Universidad del Zulia, Venezuela DOI: <a href="https://doi.org/10.5281/zenodo.4280092">10.5281/zenodo.4280092</a>	Google scholar
15	Khudhair, H. Y., Alsaud, A. B., Alsharm, A., Alkaabi, A., &AlAdeedi, A	The impact of COVID-19 on supply chain and human resource management practices and future marketing.	2020	International Journal of Supply Chain Management, Mgt Vol, 9(5), 1681. <a href="http://excelingtech.co.uk/">http://excelingtech.co.uk/</a>	Google scholar
16	Iza, Gigauri	Effects of Covid-19 on Human Resource Management from the Perspective of Digitalization and	2020	International Journal of Innovative Technologies in Economy. 4(31). DOI:	Google scholar

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		Work-life-balance		10.31435/rsglobal_ijite/30092020/7148	
17	Rahman, M. H., Mutsuddi, P., Roy, S. K., Al-Amin, M., & Jannat, F.	Performance Efficiency Evaluation of ICT Application in Human Resource Management during COVID-19 Pandemic: A Study on Banking Industry of Bangladesh.	2020	South Asian Journal of Social Studies and Economics, 46-56. DOI: 10.9734/SAJSSE/2020/v8i430218	Google scholar
18	Gonçalves, S. P., Santos, J. V. D., Silva, I. S., Veloso, A., Brandão, C., & Moura, R.	COVID-19 and People Management: The View of Human Resource Managers	2021	Administrative Sciences, 11(3), 69. DOI: 10.3390/admsci11030069	Google scholar
19	Venkatesh, D. A. N., Bhati, D., Agarwal, S., Maitri, D., Kshirsagar, D., & Pravin, R.	Employee Association, Commitment and Habituation in the Time of COVID-19: Imputation for Human Resource Management.	2021	Psychology and education <a href="http://www.psychologyandeducation.net">www.psychologyandeducation.net</a>	Google scholar
20	Sudarmo, S.	Leadership and Human Resource Management: Response to the COVID-19 Outbreak.	2020	International Research Journal of Management, IT and Social Sciences, 7(6), 167-174. DOI: <a href="https://doi.org/10.21744/irjmis.v7n6.1033">10.21744/irjmis.v7n6.1033</a>	Google scholar
21	Umana, E. A., Okoli, I. C., Mbak, U. U. J., Onah, I. A., & Zubair, R. O.	Investigating the Impact of Covid-19 on Human Resource Development and Management of Godfather Investments Ltd, Calabar, Nigeria	2021	International Journal of Public Administration and Management Research, 6(2), 25-39. DOI:10.36758/ijpamr/v6n2.2021/03	Google scholar
22	Inuaesiet, V. U., Okon, E. E., & Akpan, J. J.	Effect of Covid-19 on Human Resource Development and Management for Socioeconomic Sustainability of Organizations.	2021	International Journal of Public Administration and Management Research, 6(1), 88-97. DOI:10.36758/ijpamr/v6n1.2021/08	Google scholar
23	H M R D Kularatne	COVID-19 and the "Stress by Corona": A Study from Human Resource Management Perspective.	2020	Scientific Research Journal (SCIRJ), Volume VIII, Issue VIII, August 2020 DOI: 10.31364/SCIRJ/v8.i8.2020.P0820795	Google scholar
24	Stavros Kalogiannidis	The Impact of COVID-19 on Human Resource Management Practices and Future Marketing	2021	International Journal of Industrial Marketing, Vol. 6, No. 1, 43-55 DOI: 10.5296/ijim.v6i1.17994	Google scholar
25	GopaliDayal, Divya Jyoti Thakur and William Asamoah-Appiah, W	Impact and approach to pandemic covid-19 on various sectors" The challenges of human resource management and opportunities for organization during (COVID-19) pandemic situation	2021	International Journal of Applied Research; SP6: 09-12, (Special Issue) DOI: <a href="https://doi.org/10.22271/allresearch.2021.v7.i6Sa.8601">10.22271/allresearch.2021.v7.i6Sa.8601</a>	Google scholar
26	G.DR., Lorna and Vargas, Danilo.	Pandemic (COVID-19) Lockdown and Human Resource Management Emergency Policy Intervention.	2021	SSRN Electronic Journal DOI: <a href="https://doi.org/10.2139/ssrn.3795335">10.2139/ssrn.3795335</a>	Google scholar
27	Ayedee, N. Kumar, A. Buttan, A. Shaikh, A.A.	Role of emotional intelligence and strategic and human resource management during Covid-19 pandemic	2021	Academy of Strategic Management Journal, vol 20	Google scholar
28	Dayal G, Thakur D, Asamoah-Appiah W	The challenges of human resource management and opportunities for organization during (COVID-19) pandemic situation	2021	International Journal of Applied Research, 7(6S) 09-12 DOI: <a href="https://doi.org/10.22271/allresearch.2021.v7.i6Sa.8601">10.22271/allresearch.2021.v7.i6Sa.8601</a>	Google scholar

**The source: developed by the author**

## 4.2 HRM new venues discussed in published literature during the COVID-19 pandemic

When reading and analysing the 28 articles used in this study, we were able to summarize the problematic discussed into three dominant sub-themes or axes. The dominant sub-themes that emerged out of the analysis are presented in figure 1. These axes are: (1) Challenges and problems facing HRM during the COVID-19 pandemic, (2) HRM innovative practices in dealing with COVID-19 and (3) HRM and organisational behaviour during COVID-19 pandemic. These axes are presented and discussed in more details in Tables 4, 5 and 6 respectively.

**Figure (1): HRM new venues discussed in published literature during the COVID-19 pandemic**

<b>First axis</b> • table (4)	Challenges and problems in HRM during COVID-19 pandemic
<b>Second axis</b> • table (5)	HRM innovative practices in dealing with COVID-19 pandemic
<b>Third axis</b> • table (6)	HRM and organisational behaviour during the COVID-19 pandemic

The source: developed by the author

## 4.3 Challenges and problems in HRM during COVID-19 pandemic

The COVID-19 has shaken all organisations, creating a complex and hard environment for managers and HRM, the Coronavirus outbreak poses a serious threat, on a local, national, and global scale, the outbreak has left no industries unaffected; every known business model has been called into question. (Gurbuz & Ozkan, 2020). Table 4 below details the challenges and problems in HRM during the COVID-19 pandemic in the reviewed articles.

**Table (4): Challenges and problems in HRM during the COVID-19 pandemic**

	Description
<b>01</b>	<b><i>The need for hygiene, sanitation and safety measurements</i></b>
	Increased sense of hygiene and sanitation (Kaushal & Srivastava, 2021). Challenges of Employees' Health; Providing training and awareness in hygienic matters to front-line staff (Sulaimani & al, 2020). New safety regulations must be interpreted for employees (Iza & Gigauri, 2020).
<b>02</b>	<b><i>Remote work Challenges</i></b>
	HR professionals were not ready to remote work; HR professionals were not ready for developing and introducing novel management systems; Jobs significantly transformed; Employees needed to adapt to the new reality with digital processes and remote working; Employees need for upgrading their skills in online tools and digital skills;



HR needed to manage people online while monitoring employees' job performance;  
HRM was obliged to help the workforce to arrange the space and schedules for working remotely taking into consideration the individual differences to maintain a work-life balance;  
There must be a room left when switching to the remote mode to organise meetings in offices;  
Even if some positions remain fully remotely there should still be arranged face-to-face meetings to conquer isolation and facilitate social employees' relations (Iza & Gigauri, 2020).  
Dynamics of work have greatly changed from the traditional way of working from the organizations to working remotely at home.  
Increased remote working (Khudhair, Alsaud, Alsharm, Alkaabi, & AlAdeedi, 2020).  
Working remotely implements strategic policies and procedures to maintain a steady flow (Kalogiannidis, 2021).  
Working from home involves major distractions such as child care and household chores;  
Employees have to perform the assigned tasks at night;  
There was no line between work and home;  
No space between work and personal life caused stress (Iza & Gigauri, 2020).

**03** *Challenges for HRM tasks and roles*

Challenges of recruitment and selection, training and development and layoff;  
Engaging employees effectively in the current situation (Ahmed, Khan, Thitivesa, Siraphatthada, & Phumdara, 2020).  
The pandemic created tensions between the strategic and operational roles of HR (Collings, McMackin, Nyberg, & Wright, 2021).  
Needs for multiskilling;  
Need for professional development of the employees;  
Need for better crisis preparedness (Kaushal & Srivastava, 2021).  
COVID 19 affects employee training and performance management;  
COVID 19 has affected the workplaces negatively (Umana, Okoli, Mbak, Onah, & Zubair, 2021).  
Challenges to front-line sales staff;  
Challenges of uncertainty;  
Challenges of Communication;  
Designing, planning and providing extensive training to front-line staff;  
Challenges of Succession Planning when employees die;  
Succession planning with more responsiveness challenges of Employee Productivity and Job assurance dependent on job security (Sulaimani & al, 2020).  
New workers must be socialized rapidly and effectively (Ungureanu & Bertolotti, 2020).  
Increased employee layoffs that led to disruptions in the normal working practices respectively;  
Disruptions in the normal communication mechanisms;  
Increased hiring of new employees and workforce;  
Reduction in salaries of workers;  
Deterioration in the individual wellbeing of employees;  
Reduced commitment to organizational activities while operating from home (Khudhair, Alsaud, Alsharm, Alkaabi, & AlAdeedi, 2020).  
Adjusting new and current employees to drastically altered work conditions;  
A new work environment likely led to experiences of misfits (Carnevale & Hatak, 2020).  
Laying off less important employees to lower costs of operations;

	<p>Need to be flexible;  Need to be more adaptable to changes;  Need to prepare for future uncertainties;  Lack of knowledge in crisis management;  HRM has dealt with dismissals, turnover, and managing panic within the organization;  The workforce has to handle unemployment or salary reductions (Iza &amp; Gigauri, 2020).</p>
<b>04</b>	<p style="text-align: center;"><b><i>Challenges of employee organisational behaviour and personal lives</i></b></p> <p>Employees' stress, fear and anxiety increased (Iza &amp; Gigauri, 2020).  Emotions such as anxiety, stress, unfairness, inferiority and vulnerability are triggered by perceived inequity and comparison with the decisions or resources of the referent others of higher level such as the management;  Emotions of pride, empathy, shared goals and support are generated by the care, collective interest and comparison of the referent others of lower level such as the subordinate (Lee, 2021).  Among e-leadership limitations: misunderstanding, lack of trust and empathy;  E-leadership is to be used in a limited sense to meet emergent needs or communications (Kulshreshtha &amp; Sharma, 2021).  The pandemic highlights a need to expand understanding of how work context influences employee behaviours and actions;  the pandemic exposed tensions among stakeholders;  the pandemic highlighting the need to consider inter alia employees, customers, and communities along with shareholders (Collings, McMackin, Nyberg, &amp; Wright, 2021).  Disproportionate work-family effects;  Disproportionate effects on alternative family structures (single and childless employees face unique forms of work-life conflict);  Employees seemed facing resemble entrepreneurs' daily work experience, facing demanding work conditions including high levels of uncertainty and responsibility;  Need to flexibly and continuously adjust to new situations;  a strong interrelatedness of the work and family spheres (Carnevale &amp; Hatak, 2020).  The management has lacked experience in managing stress and in change management (Iza &amp; Gigauri, 2020).  Employees are mentally weak with the tension of being affected;  Tension and fear result from a number of anxious behaviours;  Employees experienced a damaged psychological status with the prevailing situation in worldwide (Kularatne, 2020).</p>

**The source: developed by the author**

#### **4.4 HRM's innovative practices in dealing with the COVID-19 pandemic**

COVID19 has created new needs for unexpected changes to the organization, especially in the context of HRM. The nature of this global crisis made these processes remain unorganized. HRM needed to find ingenious solutions to ensure the continuity of their companies and to help their employees to cope with this crisis. Table 5 below detail the innovative practices in dealing with the COVID-19 pandemic resulting from this pandemic in the reviewed articles.

**Table (5): HRM's innovative practices in dealing with the COVID-19 pandemic**

	<b>Description</b>
<b>01</b>	<b><i>Changes in leadership styles</i></b>

	E-leadership helped organizations in swift decisions, continuous sense of urgency and speed, made communication and work accomplishment faster and saved time (Kulshreshtha & Sharma, 2021).
<b>02</b>	<b><i>Remote and virtual work</i></b>
	<p>When HR managers engage employees effectively then remote work is an effective working system, as employees would be connected to the family and there would be no psychological pressure from their bosses; leading to high productivity (Ahmed, Khan, Thitivesa, Siraphatthada, &amp; Phumdara, 2020).</p> <p>The shift to different online platforms since physical contact to maintain social distancing is one way of preventing coronavirus (Kalogiannidis, 2021).</p> <p>Increasing use of teleworking and layoffs, technology, and work organization (Gonçalves, et al., 2021).</p> <p>Some companies used flexible working schedules, especially those in the IT industry or consulting business;</p> <p>Companies used flexible working schedules, their employees have adapted easily and relatively painlessly to working from home;</p> <p>Many employees want to be allowed to continue working online after the post-pandemic period;</p> <p>Some companies have been affected positively as they have become more effective by using digital channels and taking care of development.</p> <p>The pandemic situation and safety regulations accelerate the process of working remotely coupled with transformation using digital channels (Iza &amp; Gigauri, 2020).</p> <p>ICT adaptation helps management to accomplish its activities human resource activities effectively during any pandemic;</p> <p>The application of ICT in HRM activities helped the management to achieve the performance efficiency of HRM (Rahman, Mutsuddi, Roy, Al-Amin, &amp; Jannat, 2020).</p>
<b>03</b>	<b><i>Innovative HRM practices and processes: HR managers as dynamic change agents</i></b>
	<p>Multiskilling was considered a latent solution to the issue of reduced redundancy and retaining employees in the long run (Kaushal &amp; Srivastava, 2021).</p> <p>Increases in agility, flexibility or creativity of HR professionals;</p> <p>Adopting new forms of technology for marketing and HRM;</p> <p>Restructuring the organization or business to focus on other activities that are compatible with the current times (Khudhair, Alsaud, Alsharm, Alkaabi, &amp; AlAdeedi, 2020).</p> <p>Smart Applications and Digitalization;</p> <p>Adapting to New Ways of Working;</p> <p>New Approach to Management (Gurbuz &amp; Ozkan, 2020).</p> <p>Internal communication had intensified;</p> <p>Complementary answers obtained for health and safety at work, with a focus on implementing contingency plans and measures to ensure workers' physical safety;</p> <p>Increasing specific training for work and safety;</p> <p>Introducing measures to foster workers' health;</p> <p>Increase in processes for managing exits;</p> <p>Changes in People Management Processes: (1) induction and onboarding; (2) wellbeing and health at work; (3) internal communications; (4) training and development; (5) mobility; (6) recruitment and selection; and (7) job security;</p> <p>Changes in Working Situations: weekend work; rotating shift work; overtime; annual hours in the contract; part-time work; flexible schedules; temporary job; fixed-term</p>

	<p>contracts; working from home; and teleworking (Gonçalves, et al., 2021). Effective HR model helps to identify competencies required for employee recruitment and selection such as tolerance for ambiguity, employee resilience, and natural curiosity; Various employment contracts such as compulsory employment, teleworking, partial temporary unemployment, and full temporary unemployment (Inuaesiet, 2021). During the pandemic, perceived organizational support was found to intensify the relationship between job insecurity and frontline employees' emotional exhaustion (Chen &amp; Eyoun, 2021). Sustainable HRM practices focused on meeting employees' needs influence employee well-being passivity (Jaskeviciute, Stankeviciene, Diskiene, &amp; Savicke, 2021). The strategic HRM approach helped HRM managers in applying emotional intelligence, as a proactive approach in comparison to traditional HRM and it can help in formulating the policies effectively (Ayedee, Kumar, Buttan, &amp; Shaikh, 2021).</p>
<b>04</b>	<p><b><i>Team management innovative practices</i></b></p> <p>New workers must be socialized rapidly and effectively; The need to design hybrid socialization strategies at the light of four essential processes: roles, knowledge, interpersonal relations and emotion management in healthcare and law enforcement organizations and teams; Emergency teams based on the combined resources of old-timers and newcomers where the more experienced team members contribute actively to the socialization of new members can have unexpected positive effects on the team; Using specific socialisation strategies: performing vigilant role crafting, endorsing differentiated role crafting, cross team training for boundary use of knowledge repositories, complementary emotional cross-team training, signalling reputation cues and proactive behaviours, integrating transactive memory systems and team situation models, negotiating roles through boundary objects, leveraging newcomer arrival in team (re)orientation, emotional labour through ICTs, mobilizing cultural toolkits (Ungureanu &amp; Bertolotti, 2020). The Disaster Risk and Reduction Team (DRRT) regarded the implementation to be responsive since the majority of the employees abide by the policies and the housing is not infiltrated by the virus; DRRT serves as the backbone of policy planning, while the DRRT serves as the frontline of housing. They are the implementor of the plans served by HRD (G.DR &amp; Vargas, 2021).</p>

**The source: developed by the author**

#### **4.5 HRM and organisational behaviour during the COVID-19 pandemic**

Because of fear and the pandemic pressure much organisational behaviour related matters came to the surface including psychological safety, organisation support and emotion in the workplace...HRM practices to understand the socio-emotional resources of employees were imperative for organisation to exercise equity in the allocation of resources during COVID-19. Table 6 below details organisational behaviour related issues and challenges during the COVID-19 pandemic in the reviewed articles.

**Table (6): HRM and organisational behaviour during the COVID-19 pandemic**

	<b>Description</b>
<b>01</b>	<b><i>Leadership and organisational behaviour</i></b>
	<p>E-leadership supported organizations in swift decisions, continuous sense of urgency and speed, made communication and work accomplishment faster, and saved time;</p> <p>E-leadership is more effective for connecting with customers and society unlike employees at the workplace;</p> <p>ICT must be used carefully by the leaders and not be considered as the replacement for face-to-face meetings or interactions (Kulshreshtha &amp; Sharma, 2021).</p> <p>Leadership, talent recognition, information and communication, remuneration and wellness affect organisational climate positively;</p> <p>Leaders are perceived as effective if they are effective in addressing: recognition, training and development, information and communication, remuneration and wellness;</p> <p>Leadership is a key significant determinant of employee engagement (Chiwawa &amp; Wissink, 2021).</p>
<b>02</b>	<b><i>Team management and Trust</i></b>
	<p>Virtuality (use of virtual teams) strengthen the trust–team and team effectiveness relationship as a result of the increased ambiguity and vulnerability that exists because of team members’ distribution and their reliance on communication technology to interact and coordinate;</p> <p>Distance virtuality and member virtuality moderate positively the relationship between intrateam trust and effectiveness;</p> <p>Team time worked virtually doesn’t moderate the relationship between trust and team effectiveness;</p> <p>As teams spend more time working virtually, social dynamics and collaborative efficiencies either do not form, or if they exist, they decay (Paul, Furner, Drake, &amp; Hauser, 2021).</p>
<b>03</b>	<b><i>Sustainable and socially responsible HRM (SRHRM) and organisational behaviour</i></b>
	<p>Ensuring employees’ well-being based on sustainable HRM principles stimulates critical thinking, demonstrates positive social behaviour, good feelings and effective performance of employees;</p> <p>Sustainable HRM increases organizational trust;</p> <p>There is a direct and indirect relationship between employee well-being and organizational trust (Jaskeviciute, Stankeviciene, Diskiene, &amp; Savicke, 2021).</p> <p>SRHRM had a negative influence on employee fears by enhancing trust in their organizations;</p> <p>SRHRM is an important organizational resource supporting employees to deal with a crisis;</p> <p>Resources from organizations are transformed into individual resources through greater organizational trust (He, Mao, Morrison, &amp; Coca-Stefaniak, 2021).</p>
<b>04</b>	<b><i>Other Organizational behaviour related</i></b>
	<p>Frontline employees’ fear was associated with both job insecurity and emotional exhaustion;</p> <p>Employee mindfulness (running on automatic, focusing the goals, doing things without paying attention, rushing through activities without being attentive...) buffered the relationship between fear of COVID-19 and job insecurity;</p> <p>Perceived organizational support (Considering employee’s values, caring about the employ’s well-being, forgiving an honest mistake, not taking advantage of the employee...) intensifies job security and reduces frontline employees’ emotional exhaustion (Chen &amp; Eyoun, 2021).</p> <p>Knowledge sharing has a positive impact on organizational performance;</p> <p>Knowledge sharing associate employees’ engagement and organizational performance (Ahmed, Khan, Thitivesa, Siraphatthada, &amp; Phumdara, 2020).</p>



The employees' emotional reactions were elicited from the perceived organisational support, in how organisation cares for their well-being and work contributions and influences the psychological safety;

Online communication (as a form of organisation support) practiced by the managers has implications on the different levels of psychological safety experienced by the employee;

Emotional resources can be interpreted as organisational support;

Emotional responses arise from comparison within groups linked with perceived fairness;

The managerial decisions and supervisor management style are key factors in promoting healthy emotions and psychological safety;

Management styles such as micromanagement and control were not favourable among employees, and autonomy, trust and empathy resonate with employees;

During a crisis and major workplace changes, demonstrating employee care through feedback, timely and specific information sharing and participatory form of communication contribute to the positive perception of procedural and interactional fairness;

The empowerment of workplace decisions, open communication in shared goals, assurance and trust are critical in enhancing a high psychological safety (Lee, 2021).

Remuneration, training and development, and employee wellness are not always significant determinants of employee engagement;

The factors organisational climate, leadership, employee recognition and information and communication are all positive in explaining variations in employee engagement;

Information and communication were the chief predictors of employee engagement;

Organisational climate causes variations in employee engagement;

A positive organisational climate consists of a physical, psychological and emotionally safe environment that will motivate employees to engage at work;

Leadership, talent recognition, information and communication, remuneration and wellness are statistically correlated with organisational climate;

A meaningful organisational climate that aids employees in interpersonal harmony is a key determinant of employee engagement;

Leaders are perceived as effective if they are effective in addressing: recognition, training and development, information and communication, remuneration and wellness;

Leadership is a key significant determinant of employee engagement;

Employee recognition consists of personal non-financial rewards (appreciation, interest and approval) for an individual's talent, efforts and work achievements as a reinforcement of the desired behaviour demonstrated by the employee.

Employee recognition is a significant determinant of employee engagement;

Employee efforts recognition represents reciprocal balances between employer-employee interactions.

Offering employees socio-emotional resources, obliged them to respond with a reciprocal level of engagement (Chiwawa & Wissink, 2021).

Prioritizing employee wellbeing has been a key component by many organizations;

Knowledge sharing is a possible way to engage the employees in the current situation;

knowledge sharing practices have a positive impact on employee innovative behaviour;

knowledge sharing creates a pool of new ideas leading to product and service innovation (Ahmed, Khan, Thitivesa, Siraphatthada, & Phumdara, 2020).

**The source: developed by the author**

#### **4.6 Discussion**

The results of the study show that the most important discussed HRM issues during the COVID-19 pandemic can be summarized in three dominant sub-themes or axes. These axes are (1) Challenges and problems facing HRM during the COVID-19 pandemic, (2) New practices and innovative strategies of HRM dealing with COVID-19 and (3) HRM and organisational behaviour during the COVID-19 pandemic.

The results of the study show that the most important challenges that faced HRM during the COVID-19 pandemic were mainly challenges for HRM tasks and roles, remote work Challenges, the need for hygiene, sanitation and safety measurements, challenges of employee organisational behaviour and personal lives. The serious impact associated with the various new HR problems caused by the pandemic COVID 19 and its anomalous situations included employee compensation, employee trust issues, work and safety processes, work organization, recruitment and selection process, communication, the use of telework and layoffs, whether or not employees are contributing to the organizational goals and objectives, employees' engagement, performance adjustment and employee wellbeing, training and development activities and the level of organizational readiness and adaptation to this crisis.

For the challenges of employee organisational behaviour and personal lives, researchers have been studying these dynamics for many years. However, the spread of COVID-19 came out with new challenges related to the state of fear and stress, employees facing threats to their health and job security and other challenges related mainly to the remote working, the virtuality and its impact on personal lives and of a team interaction, communication, leadership and trust.

The most important new practices and innovative strategies of HRM dealing with COVID-19 were mainly related to: changes in leadership styles, remote and virtual work, innovative HRM practices and processes: HR managers as dynamic change agents, team management innovative practices. HR managers played a very important role in dealing with human resources' different problems as dynamic change agents by inviting new practices and strategies to protect the organisation human resources and keep it running. Socially responsible human resource management on employee fear and threats during the COVID-19 pandemic, based on social support. Another important role was to overcome employee anxieties and fears and promote psychological recovery, through organizational trust, emotional intelligence, leadership, knowledge sharing, communication and empathy.

HRM and organisational behaviour issues during COVID-19 pandemic were mainly related to leadership and organisational behaviour, team management and trust, sustainable and socially responsible HRM and organisational behaviour. Unlike HRM under normal conditions, HRM dealing with organisational behaviour is very important; ensuring employees' well-being and perceived organizational support based on sustainable HRM principles stimulates and demonstrates positive social behaviour, good feelings and effective performance of employees, increasing organizational trust as a vital aspect of smooth organizational performance.

E-leadership supported organizations in the situation of urgency and speed, made communication and work accomplishment faster and saves time and that leadership is a key significant determinant on employee engagement. Virtuality has inconsistent impact on trust in the organisation and on team members and team effectiveness relationships.

## 5. Conclusion:

Human resources are the primary asset of any organization that helps achieve its goals. The spread of COVID-19 has lasted for more than two years, and its effect on HR issues will remain in the long run. Corporations are faced with a new normal that offered different research venues for scholars. Analysing the HRM related literature review during the COVID-19 pandemic allows us to identify these new venues that can be possible paths for future research.

The most obvious changes in the future of HRM seems related to the use of technology and telework, these insights are paramount possible paths for future research: Agile workforce, business model digitization, artificial intelligence and machine learning, the development of new-generation communication technologies such as artificial intelligence, machine learning, the Internet of Things and cloud computing in the context of HRM. Because during COVID-19 employees were sharing knowledge, if organizations were storing it in databases and visualizing through an artificial intelligence system, this helps organizations to bring innovation in services and products. These venues can aid innovation in HR practices especially during the crisis and even in normal situations.

HR leaders made it clear that they are an important pillar of an organization to adapt to urgent situations of crisis, they are the creatures of strategies of HRM used to overcome employee anxieties and fears about the crisis and promote psychological recovery and increase satisfaction, productivity, motivation, adaptation to change, welfare, and health of employees in the workplace by creating better working conditions and flexibility are worthy of attention from researchers and practitioners in the field of organisational behaviour.

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