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COVID-19 AND HUMAN RESOURCES: A SYSTEMATIC LITERATURE REVIEW OF THE LAST TWO YEARS OF RESEARCH (2020 TO 2021)

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Abstract

Human resources are facing peculiar type of challenges due to bad situation caused by Covid-19 pandemic such as no interaction with the superior, insufficient IT infrastructure, no interaction with colleagues and subordinates, lack of infrastructure, etc. A rigorous analysis of the literature of 44 articles published in the last two years (2020 to 2021) have been used to study the current status of the research in the area of Covid-19 and Human Resources. By using PRISMA guidelines, 44 documents were taken through a structured keyword search in the SCOPUS database. By conducting descriptive analysis, the research study can help the organizations in formulating and implementing the strategies for future. The findings will act as a guideline for researchers in the area of Covid-19 and Human Resources.

Keywords: Covid-19, Human Resources, PRISMA guidelines, SCOPUS database.

Introduction

Covid-19 pandemic was discovered in Wuhan, China and spread all over the world. It was declared as a widespread Global pandemic in the month of March, 2020 by WHO (World Health Organisation) (Coronavirus disease 2019). Business, hospitals, travel, hotels and various private and public organizations have highly impacted by covid-19 and government of many countries had taken appropriate measures for preventing the loss caused by pandemic (Mahmood S. et al.). During the period of covid-19 pandemic, many business sectors experienced economic crisis. Many organizations especially small scale organizations laid-off their employees, reduced their salaries, increased their work-load, etc. (Mediaindonesia, 2020). To prevent the spread of corona virus infection, employees were forced to work from home. Since the beginning of business world, employees had been working at the workplace only. Therefore, covid-19 pandemic has developed a challenge for all employees as they are instructed to work from home. Many employees don't have sufficient place to work at home. Unceasing effect of Covid-19 pandemic has weakened many

businesses houses to that extent that their earnings are insufficient to meet the salary component of their monthly expenditure. Because of this insufficient fund flow, companies are terminating the jobs of their employees. As a result, unemployment rate is increasing day by day across the world (Mediaindonesia, 2020). Due to Covid-19 pandemic, the government decision to shutdown the organizations, colleges and schools had led to serious disturbance in job, work-life, schooling of children across the globe. The capability of most of the Americans to do job at home has diminished the resulting economic-crisis (Barrero, Bloom, and Davis 2020; Bick, Blandin, and Mertens 2020;).

Review Methodology

Researchers across the globe are using PRISMA guideline for reviewing the published literature (Keathley-Herring, H., et al., 2016). To increase the integrity or the cohesion of the published literature and meta-analysis, researchers use systematic literature review as a guide (Moher et al., 2009). Research articles published on Covid-19 and Human Resources were extracted. PRISMA guidelines were used to identify the most eligible articles as it helps the researchers for selecting and rejecting the papers in SLR. Published papers on Covid-19 and Human Resources are included in this study. Papers were extracted with the help of the most well known database SCOPUS. Papers published in the last two years 2020 and 2021were taken to map the Covid-19 and its impact on HR in the organizations. Relevant literature was searched by using several combinations of keywords. The keywords Covid-19, Human resources, employees, etc. were mentioned in the search bar and 926 articles were extracted. However, all types of documents like articles, reviews, editorials, conference proceeding and book chapters were included in the extracted articles. Inappropriate articles were rejected by using the internal search options. To reduce the number of articles, the keywords like covid-19, human resources, employees, corona-virus were used. The domains like social sciences, Business, management and accounting, Economics, Econometrics and Finance, Humanities, Psychology and Arts were used to reduce the result. Language English and published documents were used to shrink the extracted papers to 83. Inclusion and exclusion process was applied on the selected documents. The figure shows the application of PRISMA guideline to select the most relevant articles in this study.

Quality Assessment

The literature includes the published documents for getting the most appropriate results and the best presentation of the previous data. To limit the gathering of published documents, abstract, result analysis and conclusions were prepared separately. Cited references were also used to shrink the results. Desired result was obtained by eliminating inappropriate articles. To remove duplication, the selected papers were evaluated many times.

Eligibility and Inclusion

The following criteria was used to make the final selection of the published documents. Documents published in English language were taken. The database SCOPUS was used to identify the documents. 39 irrelevant documents were removed from the excel sheet. Finally, 44 published documents were taken for the study based on systematic literature review.

This study reviews literature based on Covid-19 and its impact on human resources and provides an overview of previous studies in many establishments and offers an idea for reducing the impact of covid-19 on human resources in the workplace. Both quantitative and qualitative analysis were used in the selected documents. A few kinds of research were conducted, using qualitative analysis.

Table1: Criteria for inclusion and exclusion

Criteria for Inclusion	Keywords: Covid-19, Corona virus, Human resources. Research papers: Published in the last two years (2012-2021). Method: Quantitative and Qualitative anlysis . Types: Published documents. Language: English language.
Criteria for Exclusion	Documents that are published other than the language English are excluded. Inappropriate documents are eliminated. Documents based on personal assumptions are excluded. Documents published by researchers without mentioning evidence are eliminated.

Selection of the Research Study

The inclusion and exclusion criteria aim to consider only relevant research articles for the SLR. After using the inclusive and exclusive criteria, 44 research papers were identified as eligible and considered for review as shown in the article selection workflow.

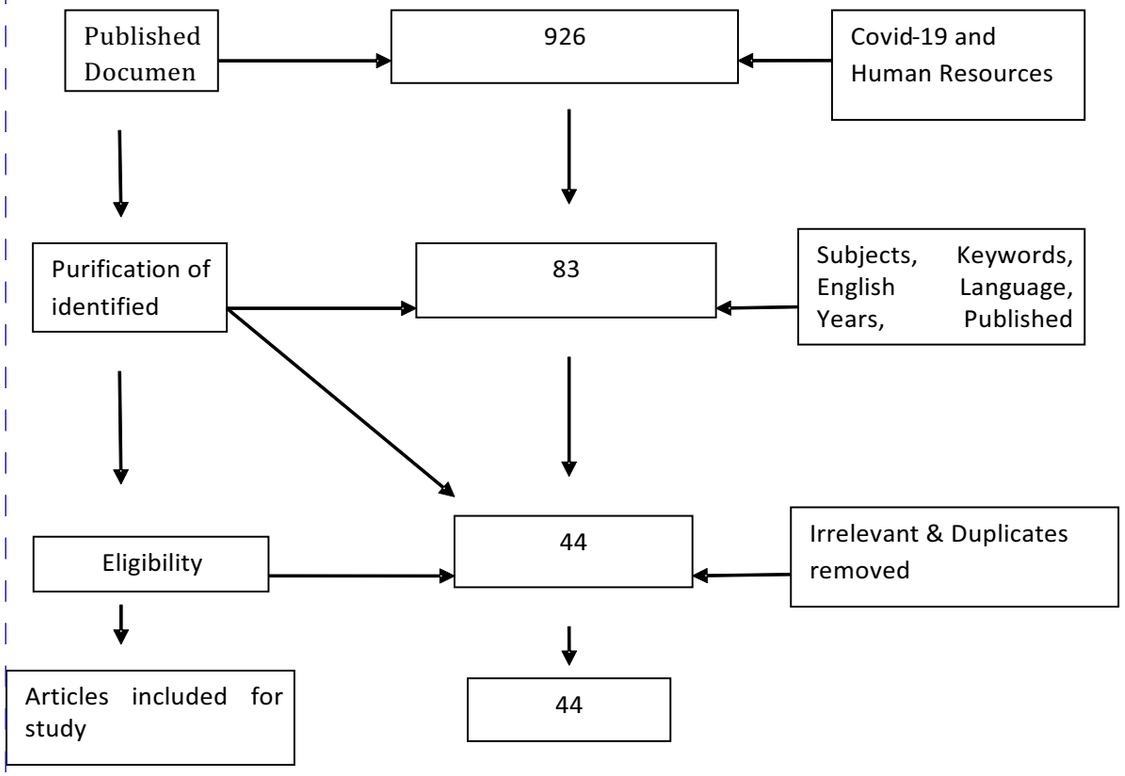


Figure 1. Documents selection workflow based on PRISMA Guideline

Analysis and Results

Descriptive Study

To maintain a transparency in this document, this study presents the list of published documents as shown in table 1 (Aguinis et al.'s, 2018). In table 1, the descriptive study includes authors' name, publication year, title, journal, context, type of study and country.

Author	Year	Journal	Publisher	Organisation	RM	Context
Kaushal V., Srivastava S.	2021	International Journal of Hospitality Management	Elsevier	tourism and hospitality industry	Qualitative	India
Ngoc Su D., Luc Tra D., Thi Huynh H.M., Nguyen H.H.T., O'Mahony B.	2021	Current Issues in Tourism	Taylor & Francis Online	tourism and hospitality industry	Qualitative	Vietnam
Chen H., Eyoun K.	2021	International Journal of Hospitality Managemen	Elsevier	Hotel Industry	Quantitative	US
D'angelo D., Sinopoli A., Napoletano A., Gianola S., Castellini G., del Monaco A., Fauci A.J., Latina R., Iacorossi L., Salomone K., Coclite D., Iannone P.	2021	Safety Science	Elsevier	Corporate and Education	Qualitative	European Countries
Araya F.	2021		Elsevier	Construction industry	Qualitative	Unspecified
Biron M., De Cieri H., Fulmer I., Lin C.-H.V., Mayrhofer W., Nyfoudi M., Sanders K., Shipton H., Sun J.M.J.	2021	Human Resource Management Review	Elsevier		Qualitative	Unspecified
Smart K., Ma E., Qu H., Ding L.	2021	International Journal of Hospitality Management	Elsevier	hospitality and tourism industry	Qualitative & QUANTITATIVE	Unspecified
Oliveira M., Sousa M., Silva R., Santos T.	2021	jJournal of open innovation: Technology, Market and	MDPI	non-profit organizations	Quantitative	Portuguese

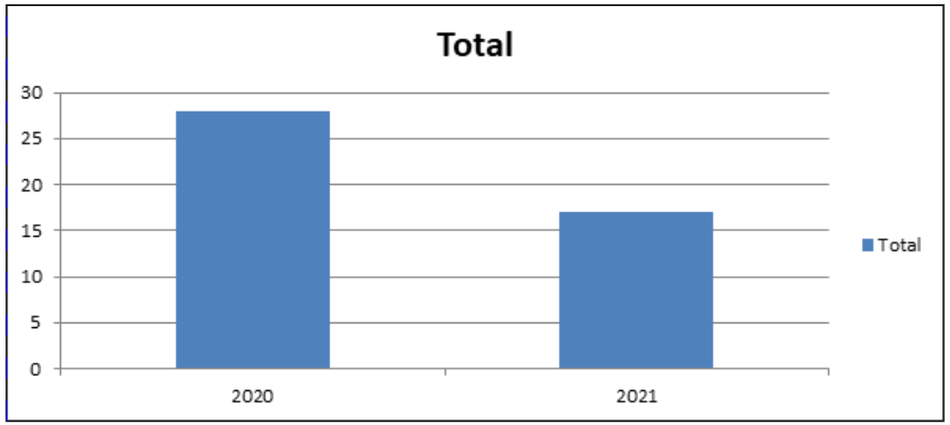
Lee H.	2021	Journal of Organizational Effectiveness: People and Performance	Emerald	public and private organisations	Qualitative	Singapore
Tanpipat W., Lim H.W., Deng X.	2021	Sustainability	MDPI	Corporate Offices	Quantitative	Thailand
Agarwal P.	2021	International Journal of Hospitality Management	Elsevier	Hotel Industry	Qualitative	India
Paulet R., Holland P., Morgan D.	2021	m	SAGE	Textile	Quantitative	India
Jayathilake H.D., Daud D., Eaw H.C., Annuar N.	2021	Benchmarking: An International Journal	Emerald	corporate	Qualitative	
Ahmad R., Scott N.	2021	International Journal of Culture, Tourism and Hospitality	Emerald	Hotel Industry	Qualitative	Malaysia
Kumar P.	2021	The Journal of Business Perspective	Sage	corporate	Qualitative	India
Schall M.C., Jr, Chen P.	2021	The Journal of the Human Factors and Ergonomics Society	Sage	corporate	Qualitative	Unspecified
Alzgool M.R.H., Ahmed U., Shah S.M.M., Alkadash T., Almaamary Q.	2021	Uncertain Supply Chain Management	Growing Science	Food Industry	Quantitative	Bahrain
El-Hage W., Hingray C., Lemogne C., Yrondi A., Brunault P., Bienvenu T., Etain B., Paquet C., Gohier B., Bennabi D., Birmes P., Sauvaget A., Fakra E., Prieto N., Bulteau S., Vidailhet P., Camus V., Leboyer M., Krebs M.-O., Aouizerate B.	2020	Prevenção e Controle de Câncer	Biblioteca Virtual em Saúde	Health Industry	Qualitative	France
Carnevale J.B., Hatak I.	2020	Journal of Business Research	Elsevier	corporate	Qualitative	

Felice C., Di Tanna G.L., Zanus G., Grossi U.	2020	Journal of Community Health volume	Springer	Health Sector	Quantitative	Italy
Ammar A., Stock A.D., Holland R., Gelfand Y., Altschul D.	2020	NCBI resources PMC		Health Sector	Qualitative	Unspecified
Lai I.K.W., Wong J.W.C.	2020	International Journal of Contemporary Hospitality Management	Emerald	Hotel Industry	Quantitative	Macau
	2020	Management Research	Emerald			USA
Sanders K., Nguyen P.T., Bouckenooghe D., Rafferty A., Schwarz G.	2020	The Journal of Applied Behavioral Science	SAGE	Education	Qualitative	Unspecified
Smith C.	2020	Social Science & Medicine	Elsevier	health	Qualitative	Indonesia
Tavares F., Santos E., Diogo A., Ratten V.	2020	Journal of Enterprising Communities: People and Places in the Global Economy	emerald		Quantitative	Portuguese
Risley C.	2020	Journal of Library Administration	Taylor & Francis Online	corporate	Qualitative	San Mateo
Davidescu A.A., Apostu S.-A., Paul A., Casuneanu I.	2020	SUSTAINABILITY	MDPI	corporate	Quantitative	Unspecified
Gurbuz I.B., Ozkan G.	2020	IEEE ENGINEERING MANAGEMENT REVIEW	IEEE	Food Industry	Quantitative	Unspecified
Cooke F.L., Dickmann M., Parry E.	2020	IJHRM	Taylor & Francis Online		Qualitative	Unspecified
Abbas M., Dhane M., Beniey M., Meloche-Dumas L., Eissa M., Guérard-Poirier N., El-Raheb M., Lebel-Guay F., Dubrowski A., Patocskai E.	2020	BMC Medical Education	Springer	Health Industry	Qualitative	Canada

Salamzadeh A., Dana L.P.	2020	JOURNAL OF SMALL BUSINESS & ENTREPRENEURSHIP	Taylor & Francis Online	New Startups	Qualitative	Iran
Almeida B., Cohen M.A., Stone R.I., Weller C.E.	2020	Journal of Aging & Social Policy	Taylor & Francis Online		Qualitative	Unspecified
He J., Mao Y., Morrison A.M., Coca-Stefaniak J.A.	2020	International Journal of Contemporary Hospitality Management	Emerald	hospitality and tourism	Quantitative	China
Buhusayen B., Seet P. -S., Coetzer A.	2020	Sustainability	MDPI	Airline Industry	Qualitative	Australia
Fathy El Dessouky N., Al-Ghareeb A.	2020	2020 Second International Sustainability and Resilience Conference: Technology and Innovation in Building Designs	IEEE	corporate	Qualitative	Unspecified
Castellanos-Redondo S., Nevado-Peña D., Yañez-Araque B.	2020	Sustainability	MDPI	corporate	Qualitative	Spain
Sarita, Datta A.	2020	*International Journal of Management*	ssrm	corporate	Qualitative	India
Bie?kowska A., Tworek K., Zab?ocka-Kluczka A.	2020	Sustainability	MDPI	IT Sector	Quantitative	Unspecified
Maritsa E., Kalemis K.	2020	SSRN	SSRN	Health Sector	Qualitative	Athens
Abler M., Bachmaier R., Hawelka B., Prock S., Schworm S., Merz A.-K., Keil S.	2020	GMS Journal for Medical Education	PMC	Education	Qualitative	Regensburg
Fernandes A., Figueiredo M., Dias A., Ribeiro J., Neves J., Vicente H.	2020	Conference	Springer	Health Sector	Qualitative	Unspecified
Ahmed T., Khan M.S., Thitivesa D., Siraphatthada Y., Phumdara T.	2020	Human Resource Management	IOC Press	corporate	QUANtitative	Thailand
Teng-Calleja M., Caringal-Go J.F., Manaois J.O., Isidro M.Q.Y., Zantua R.M.S.	2020	The Journal of Behavioral Science		corporate	Qualitative	Unspecified
Ungureanu P., Bertolotti F.	2020	Journal of Risk Research	Taylor & Francis Online	Health Sector	Qualitative	Unspecified

Figure 2 shows the published documents per year on Covid-19 and human resources from many countries in the last two years starting from 2020 to 2021. The purpose was to determine the total number of published documents on Covid-19 and human resources in the year 2020 and 2021. Comparatively more documents were published in 2020.

Figure 2



The literature in the year 2020 and 2021 included published documents on Covid-19 and its impact on human resources. Figure 2 shows 17 documents on Covid-19 and its impact on human resources in the list of unspecified countries as country's name is not mentioned in the published documents. The country India produced the greatest number of papers on Covid-19 and its impact on human resources. Country-wise published documents list is shown in figure 2.

Figure 3

