The Support of Human Resources Department to Evaluate Business Performance within beyond COVID-19 Crisis

Iulia BURLAC[1,2]
Adeline MBEY SENDEGUE[3]

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ABSTRACT
This article seeks to analyse the support of HR department to evaluate business performance in the organisations beyond the crisis by conducting interviews with the employees of the 3-service sector French organisations named Company A, Company B, and Company C, in order to find the HR practices and what effects they have on personal and professional life. Our findings show two approaches of management during virtual and hybrid teams that are being practiced, such as management based on control and management based on trust. Also, it is vital to highlight that, under such conditions of working, there are advantages and disadvantages as well. The evidence from our conducted research shows that employees could concentrate better from a distance, which is seen as a source of productivity. In addition to that, team members focus primarily on material and organisational aspects rather than on relationships or social interactions. However, some answers treat the teleworking as a source of loneliness, lack of physical interaction and sometimes, overwhelming working hours.

KEYWORDS: *HR practices, hybrid teams, performance, remote management, virtual teams, well-being at work*

JEL CLASSIFICATION: *M12, O15, M21, M16.*

1. INTRODUCTION

Nowadays, the business world is changing and shaping its corporate culture beyond the crisis. The topic of corporate performance appears to be a recurring theme in business research. A firm's performance is frequently studied as a dependent variable in a variety of research fields, including global value chains, business networks, governance of firms, and human resource management as well. Thus, in response to changes in the organisational structure, processes were restructured and became more flexible and adaptive to new appearance of the society and external factors. The managers had to rethink their businesses to further perform and exceed on the business ladder. The horizontal and vertical structures of the team work have changed; the concept of telework becomes alive and more functional for each company. Hybrid teams and virtual teams are two of the directions the companies have chosen to continue working, as the employees will have to work from home in majority days and one to two days in the office, which is common for the first type of the working, and telework 100% for the second type. Also, based on literature (Byrne et al., 1993), (Fernandez et al., 2014) a virtual team is a group of co-workers that are assembled to use a combination of telecommunications and information technology to achieve a task/assignment. Telework is the type of work allowing the employees to work from home/all around the world. Due to the

[1] Ștefan cel Mare University, Suceava, România, iulia.burlac@usm.ro
[2] University of Santiago de Compostela, Spain, iuliaburlacp@gmail.com
[3] University of Tours, France, adeline.mbey@univ-tours.fr

crisis period, this practice has become one of the most functional ways to maintain safety between co-workers and to continue to bring value to the companies.

As the turbulent times came, the HRM practices have changed in order to meet the needs and to further gain a well-being for the employees and the performance for the company. Jaskeviciute et al. (2021) state that sustainable HRM techniques that are focused on tackling employees' needs are particularly important, since they positively foster satisfaction with work. The importance of ensuring employees' well-being based on sustainable HRM concepts cannot be overstated. It builds critical thinking, illustrates positive social behaviour, results in positive feelings and effective achievement from employees, and boosts organisational trust, which is a vital/crucial aspect of efficient business performance. The restricted focus on variance explanation of selected performance measures or key performance indicators is important because it can actually hinder organisational survival when global value chains face adversities like the COVID-19 pandemic.

The Bureau of Labour Statistics of the USA conducted a Current Population Survey to have an image of the employed people who teleworked during the pandemic in the period May-December 2020. The results explain that the majority of the jobs require physical presence, not remote. Below, Figure 1 (taken from the Bureau of Labour Statistics of USA, Current Survey Population with notes) highlights the different percentage of workers who telework according to the job that could be done remotely and that could not be done remotely. So, based on Dingel and Neiman (2020) we see that the percentage of suitable job for telework is extremely higher than job that are not suitable. Also, revised version of the Bureau of Labour Statistics (2021), stands for the same conclusion as Dingel and Neiman (2020). Thus, from now on, the employers have the goal to renew the policy, the strategies, and missions in order to perform beyond crisis, which is not an easy assignment, because we speak about the personality every employee has and about the time needed for the adaptation.

From the other side, we know there are positive sides of implementing work from home with many benefits for the individuals as they are part of a family, community; so, they can mix the job duties with the duties they have as a parent/spouse/neighbour. Researchers have found that, on the other hand, many evidences of the remote job may experience negative emotions too. For example, emotions of loneliness, sadness, frustration, and stress that the co-workers or managers could create false presumptions of their work efforts (Urien, 2023).

According to Teixeira (2013), it can be said that Human Resources are likely to influence the entire quality system of the organisation, and, consequently, its way of differentiating itself in the market and reducing costs, fundamental elements for good organisational performance. Thus, topics such as the quality of processes and products, as well as the importance of human resources in the search for that quality, are quite relevant for companies, and it is difficult to understand the almost non-existence of studies in some European companies, for example Portugal, Spain, Romania, and France, that relate the way in which human resources contribute for quality and, consequently, for the improvement of organisational performance.

For Gramigna (2007), human resources have been assuming several roles in organisations and this integration of the various functions must be supported by an effective management process, being considered a fundamental step for the generation of results. Professionals who work in human resources department subsystems need to be attentive and recognise the need

for changes, seeking ways to help rescue the spaces lost by the area over the years, in order to achieve better results.

Suitability for telework category	May–June 2020			July–September 2020			October–December 2020		
	Total	Telework because of COVID-19	Percent	Total	Telework because of COVID-19	Percent	Total	Telework because of COVID-19	Percent
Employed, 16 years and over	140,136	46,674	33.3	146,504	35,832	24.5	150,083	33,397	22.3
Original Dingel and Neiman occupation classification [1]									
Suitable for telework	61,235	35,054	57.2	61,434	27,210	44.3	62,056	25,563	41.2
Not suitable for telework	77,096	10,793	14.0	83,187	7,978	9.6	86,196	7,288	8.5
Revised occupation classification									
Suitable for telework	65,373	35,886	54.9	66,115	29,143	44.1	66,543	27,026	40.6
Not suitable for telework	72,958	9,961	13.7	78,505	6,045	7.7	81,709	5,824	7.1

Figure 1. Employees who teleworked during the May 2020-December 2022 (in thousands)

Source: Bureau of Labour Statistics in USA, Current Survey Population

Thus, it is necessary to transform the approach to the subject in order to generate positive results, so that human resource managers work in favour of the needs of companies and also of their collaborators. Moreover, the leaders of the team have the important assignment to prevent the lack of the clarity that could appear during the teleworking and to make it easier for employees to recognise the strategic priorities at the moment (Newman S.A., 2020). Leadership goes through a challenge during the practice of virtual teams, because leading a virtual team implies new communication strategies to align employees with the goals and objectives of the organisation, a task that is quite complicated than with co-located teams (Morgan et al., 2014). In the view of Brangança and Flores (2021), this can be achieved by offering a management model that establishes an evolution of the quality parameters of that environment. Considering these relevant contexts, the following research question stands out: How can HR management act more strategically in organisations to promote team performance in teleworking situation in a social crisis? The main objective of this paper is to analyse the implications and directions in Human Resources Department in organisations by identifying the hybrid team implications on it. In order to do that, this research seeks to achieve the following specific objectives:

a) present the changes verified in the conditions of carrying out work and in the labour market and the challenges that these changes pose to the management of people;
b) To identify the types of management that are being practical for the companies due to the actual context.

All in all, the HR techniques are focused on tackling employees' needs and are important since they positively foster satisfaction with work. To obtain a positive performance and to improve it, managers are focusing on the two main directions of communication, such as vertical and horizontal communication. However, the strategies for the vertical perspective is complicated and takes a long time to contribute to the alignment of the employees to the

organisation. The process has to be adapted to one less formal that could create a relation most trustworthy from the bottom to the peak of the pyramid. On the other side, as the Newman mentions in his research, the strategic activities should be more clearly formulated, so the information will get to the end point correctly and comprehensive. The quality of the process and the importance of human resources is relevant for companies, which means that HR must support every change in the organisation by on effective management process. Thus, to gain more positive approaches to the new implementations in the company during the crisis period, it is important that the feedback about the concepts and the connection between the manager/executives and employees must go in both directions. So, knowing the perception/opinion of each party will help the most in the performance of the company.

2. LITERATURE REVIEW

Based on the literature review, we find many positive feedbacks about the telework, considering to be the saver in the turbulent times. Researchers and scientists have brought the notion so far these years, all the attention being toward to the benefits but not to the implications the concept could have. It is a challenge for the leadership of a company, because it is difficult to verify/find out how the characteristics of such teams may affect the leadership functions taking into account the performance management and how the teams evolve. When interacting through technical means, the lack of nonverbal clues and social contact impedes team agreement and makes dispute resolution more difficult. Because of the qualities of virtual teams, individuals may also sense stress and loneliness. Problems with virtual cooperation include technological issues, geographic and temporal dispersion, and cultural differences. Also, in the literature more than 160 articles have divided the factors that impact the virtual teams into 5 categories/types:

- **Individual factors** are the factors that individualise the employee as a person in general. The *cognitive competences, functional competences, social competences aligned to the motivation* the individual has (Enrique, 2020), describe the mentality and the strong sights every employee has and can contribute to the company with.
- **Group dynamics** stands for the ability of integration into a team/culture of a worker. Collaborative psychological models are a shared understanding or type of team knowledge that members have about their jobs and how they must interact to complete such activities. DeChurch and Mesmer-Magnus (2010) have shown that shared mental models improve team effectiveness. In a high virtual setting, shared mental models play a vital role in enabling team members to work well together in the absence of a single leader. Also, looking on the team experience, is very important that it will exist a team familiarity that will lower the barriers created by the geographic, nationality differences.
- **Context factors** refer to the team configuration, task complexity, interdependence, and team diversity. Virtual teams are diverse teams with diverse backgrounds, experiences, and preferences, which can promote creativity and innovation. However, high subgroup formation may negatively influence team performance, as subgroups may diverge. High task complexity at a high level of virtuality can lead to misunderstandings, mistakes, and coordination losses. Shared mental models and norms are crucial to enhance performance in such situations (Che-Ha N., 2014). Teams within organisations represent various levels of virtual communication and collaboration, with virtual affecting team design and technology-use perspectives.
- **Technology-mediated communication-** To enhance the functioning of the virtual team, the leader should strike a balance between the frequency of communication with each

team member and the available communication channels tools (Lippert, 2018). Nonverbal skills, body language, intonation, gestures, and social contact are frequently lacking in communication mediated by technical instruments associated with geographically distant teams. This may complicate relationships and coordination, as well as raise misunderstandings and disagreement among team members, all of which are negative to team performance.

- **Trust and leadership-** Virtual teams face challenges in building trust among members due to the absence of personal interaction and emotional signs in communication through task complexity and interdependence (ICT). Trust is crucial for collaboration and affects team performance. Cognitive and affective trust are two main forms. Team monitoring can reduce affective trust and social loafing. Virtual team leadership involves influencing others through Technology Management (TMC) to achieve common goals for team performance. Leaders can play task-oriented or relationship-oriented leadership, focusing on managing and monitoring task performance. But geographical dispersion and cultural diversity can hinder team member's ability to coordinate activities and motivate others. Self-management can increase flexibility and teamwork, while formal leaders can build trust. Leaders must understand how to use technology to drive members towards a shared vision and build relationships with external actors. Digital tools, such as social media platforms, can help build communication channels and reduce conflict. Finally, leaders play a critical role in managing conflict to reduce conflict and increase productivity. Starting from now on, the control and trust in virtual teams should be analysed. Trust plays an important role in reducing cognitive load in a team collaboration. It is a key driver of individuals' proclivity/tendency or readiness to engage in dialogues with others as a requirement for the sharing of information for the benefit of the business.

Management practice in global value chains frequently focuses on certain performance measurements, sometimes known as key performance indicators. Nonetheless, key performance indicators have a significant impact on organisational results and behaviour. Regarding job fulfilment, multiple studies have also found a positive correlation between remote occupations and job fulfilment among workers as well as company commitment to the organisation. Researchers have also exposed issues on how remote employees perceive opportunities for professional growth in the context of this. According to several studies, individuals who work remotely often believe that their prospects for professional progress have been temporary. Human Resource Management (HRM), according to Zhang et al. (2020), and employees' well-being are positively correlated. The authors have noticed that abilities, motivation and opportunity-enhancing techniques each have a favourable effect on employment, quality of life, and psychological health, as mentioned earlier through the job-fulfilment and positive emotions. Furthermore, it was demonstrated in various scientific articles (Luoma, 2015) that organisational justice mediates this link while integrity leadership also contributes to regulating the association between HRM practices and worker's well-being, as well as the mediation impact of organisational justice within that relationship. Bosua et al. (2012) in her study on telework, productivity, and well-being revealed positive and unanimous results while leaders meet several obstacles in monitoring and controlling virtual teams, as well as issues in fostering trust among team members (El Idrissi & Fourka, 2022).

Finally, practices such as hybrid teams and virtual teams bring many implications at the personal and professional level, meaning that employees' well-being is aligned in some way

to the self-management of the assignments. In doing our research, we focus on the management support for these two different approaches for hybrid and virtual teams.

3. METHODOLOGY

The literature shows that job satisfaction depends on the frequency of teleworking (Virick et al., 2010) and may be lower for full-time teleworkers than for those who alternate between home and a third location (Hunton & Norman, 2010). Furthermore, Vayre (2019) explains that the number of days spent teleworking has repercussions on the teleworker's perceived quality of life. In addition to this sudden confrontation with teleworking, which can alter the worker's psychological state (Durieux, 2020), the pandemic context proved to be particularly anxiety-provoking, all potential factors that could have affected the link between teleworking and well-being at work. Consequently, our research approach focuses on exploring this practice, and in particular its consequences for workers' well-being, in a new, forced, full-time context.
We felt it was appropriate to use a qualitative method to gain a better understanding of how individuals felt and perceived this practice. Our study is in line with constant and recurring back and forth between theory and the field, since this allows "a permanent dialogue at two levels: with the problems arising in the field and with the general theories in force in the management sciences" (Perez, 2008).

According to Bertaux (1981), apart from single cases, qualitative sampling is governed by two main issues: diversification and saturation. We therefore took care to diversify the professional realities represented through the interviews, by interviewing companies and teams of different size, with employees of different professional profiles, ages, and seniority, so as to "contrast" our sample (Miles & Huberman, 1991). We stopped collecting our data when we reached empirical saturation (Bertaux, 1981), i.e., when we realised that conducting additional interviews would not provide any new or different information to answer our research question. We recruited respondents based on three important criteria: (1) a member of a service delivery team, (2) with fewer than 25 people with a manager, (3) and to be able to telework at least one day a week. We are interested in teams dispersed by teleworking, so we contacted human resources staff (Human Resources Director or Human Resources Manager) to access to the companies, and then team managers to constitute a representative sample of our research problem.

From February to June 2021 we conducted an exploratory field survey of 3 service sector organisations in France, which we call Company A, Company B, Company C. Company A specialises in agro-sciences and regulatory affairs. The second offers organisations innovative, customised solutions to meet their needs in the areas of administration, accounting, etc. Finally, the third produces and supplies electricity to professionals and private individuals. We looked at 2 virtual teams, whose members worked entirely remotely, and 6 hybrid teams alternating between working remotely and on site. 24 people (14 women and 10 men) with an average length of service of 8,6 years, including 8 managers (33%) and 16 employees (77%), were questioned about their feelings and perceptions of remote management. To conduct these interviews, we used a semi-directive guide covering several themes: work organisation and coordination, communication and information sharing, interpersonal relations, consequences, and continuation of teleworking.

This method enabled the respondents to express and explain their feelings, in particular by communicating with a great deal of detailed, high quality information on subjects related to the research, with very little influence, and therefore with guarantees of the absence of bias that go towards good scientificity. The data was processed and analysed using open and then selective coding using Nvivo software, since "coding corresponds to a transformation, carried out according to precise rules, of the raw data in the text" (Bardin, 1998,).

Table 1. Respondents' characteristics

Criteria	Details	Percentage
Gender	Man	*41.67%*
	Woman	*58.33 %*
Profile	Team manager	*33.33%*
	Technical manager	*16.67%*
	Project manager	*12.5%*
	Laboratory technician	*8.33 %*
	Technical agent	*8.33%*
	Data Controller	*8.33 %*
	Customer advisers	*8.34 %*
	Seller	*4.17%*
Length of service	< 1 year	*16.67%*
	[1; 2 years]	12.5%
	[2; 5 years]	12.5%
	[5; 10 years]	*16.67%*
	> 10 years	*41.66%*
Place of work	France	*87.5 %*
	Spain	*8.33%*
	Poland	*4.17%*

Source: adapted and summarised based on interviews conducted by the authors

4. PRESENTATION OF THE EXPLORATORY RESULTS

Firstly, we will look at managerial practices within virtual and hybrid teams (**4.1**). Then, we will present the effects of teleworking on employees' well-being at work (**4.2**).

4.1 Managerial practices in virtual and hybrid teams

4.1.1 Virtual teams

In virtual teams, managers trust and empower their employees. However, this trust does not exclude control, which is carried out via a digital platform with precise deadlines. What's more, there is little time for collective discussion, and communication is mainly by email, in a formal way. Managers are confronted with difficulties in coordinating their teams: partial knowledge of tasks, unclear and precise objectives, almost total delegation of work, little training offered to employees, complicated workload regulation.

"For the manager, Master Schedule [...] knows when the report is due, when we have to submit the various documents, so he can check regularly to see where we are and when we're having problems, I imagine" (Technical Manager (M), interview 5, Company A).

"That's what we've been asking for some time, that there be trips to see the reality on the ground, to see how the work is done" (Project Manager (W); interview 4; Company A).

"Training is all about: you've got this to do, you're going to do it, there's no reason why. So, we go and get the information, we patrol a bit, we put a lot of stress on ourselves, and in the end, we manage to do it" (Project Manager (W), interview 6, Company A).

4.1.2 Hybrid teams

For hybrid teams, trust and empowerment are at the heart of management. In addition to group meetings, which are held at least once a week and no more than three times a week, managers organise individual and informal discussions to support their employees. (Lopes, 2022) Training is also offered to help them develop their skills. Managers adopt a cooperative attitude: patience, availability, and responsiveness, and include employees in decision-making concerning the group.

"I'd say management is based on autonomy, we're very autonomous, we're trusted a lot" (Salesperson (H); interview 6; Company C).

"I understand her well, she explains things to me well, she's super patient" (Laboratory technician (F); interview 6; Company B).

"I'm lucky to have a manager who's very available, whether it's on the mobile or internal communication tools, she's very responsive" (Salesperson (H); interview 6; Company C).

4.2 Effects of teleworking on employees' well-being at work

4.2.1 Virtual teams

Employees in virtual teams are faced with a great deal of independence that is becoming difficult to manage. They are also overwhelmed by the flow of information, particularly the number of emails received daily, which can be a source of stress. In addition, the lack of investment and consideration on the part of their superior leads to feelings of disappointment and even demotivation.

"If you don't, it will be more complicated" (Technical Manager (F); interview 9; Company A).

"It's stressful because it's all over the place, there are emails coming in from everywhere. Sometimes I do more than 40 emails in a day [...] so your concentration is completely wiped out, so the whole day is stressful" (Project Manager (F); interview 6, Company A).

"It's discouraging because the reality is completely different and the manager doesn't see it, but then that's more on the technical side" (Project Manager (F); interview 4; Company A).

A third of employees are mentally exhausted, mainly due to the perceived heavy workload. This means that some employees have to work regular overtime to complete their daily tasks. The consequences of this cognitive fatigue can be a loss of concentration and an increase in errors.

"The workload, too much to manage and therefore so many blunders that when I'm more concentrated it doesn't happen to me" (Project Manager (F); interview 6; Company A).

"We're given too much work that can't be done in the time we should be spending on it, so we have to spend more time on it" (Technical Manager (F); interview 3; Company A).

The trust placed in employees is justified by the configuration of the work organisation, made up of members with different work cultures. There is a considerable distance in terms of kilometres between the employees who are scattered across France and various European countries. Additionally, some employees feel that the amount of work they do is unfair. This can sometimes lead to internal conflict. Finally, team members are frustrated with the time wasted sharing information and communicating between colleagues.

"We're not going to go and check if people are there from 8am to midday and then from 2am to 6am, it's a question of... it's a question of trust. [...] Each country organises itself in its own way because, by definition, you're not going to ask a Spaniard to work like a German, they don't have the same working rhythm at all. [...] So that's it, we adapt to all these different cultures" (Team manager (H); interview 1, Company A).
"It's everyone's work overload, so that sometimes creates tensions" (Project Manager (F); interview 6; Company A).
"Sometimes, yes, I feel a bit frustrated about the communication I've had to explain to you, and then frustrated because I need this information but I can't get it" (Technical Manager (F), interview 9; Company A).

Having become accustomed to working remotely, members of virtual teams are particularly unaffected by this dimension. They focus primarily on material and organisational aspects rather than on relationships or social interactions. Looking at the literature (Fernandez et al., 2014), we could have stipulated that the permanent separation between members of virtual teams would influence the social dimension of their well-being. However, this is in no way the case, as these people have voluntarily chosen to join an organisation that is culturally anchored in remote working, aware of the consequences associated with it. As a result, they are not particularly negative about the fact that they are away from their colleagues. Admittedly, distance is seen as a challenge, but the means of communication made available compensate for this lack of physical proximity. Based on their psychological contract, they adopt in-role performance behaviours by limiting themselves to what could be described as a 'contractual' investment in their team.

4.2.2 Hybrid teams

In hybrid teams, stress is less of an issue for a large proportion of employees working from home. In addition, the majority feel more involved and productive in their work, and experience a better work-life balance. However, some experience the opposite effect: less commitment and productivity at a distance. Finally, some employees have noticed a decrease in mutual support within the team.
"I'm less stressed at home and more focused on my work" (Laboratory Technician (F); interview 6; Company B).
"I start in my office in the morning, finish in the evening, turn off the computer and move to another room. In short, it's two different environments for me, so I manage to keep things separate" (Sales assistant (H), interview 6, Company C).

Disconnection from work is one of the problems encountered by the employees in these teams. They spread their working hours out over the whole day and also find it difficult to take breaks.
"So, it's the issue of the right to disconnect, and it took me a while, in fact to say to myself, well, I've got the right to disconnect, I've got the right to a meal break" (Team manager (F); interview 1, Company C).
"The biggest difficulty for me was having to take breaks from work. Because when you've got a computer right next to you 24 hours a day, sometimes you're tempted to check something at 10.30-11pm, see two emails and reply" (Team leader, interview 5, Company B).

Despite this difficulty, the majority of employees notice that they can concentrate better from a distance, which is seen as a source of productivity. This can be explained by the considerable autonomy and room for plan they have suddenly been granted since the initial

confinement. In addition, some of them say that they have not been trained to use certain work tools, which may amplify their feelings of inequality. In addition, employees do not feel controlled in the performance of their work, and feel that they are trusted. What's more, the increased level of concentration, flexibility and freedom of remote organisation accentuate the productivity and efficiency they feel.
"Yes, that's it. Well, I'm trying to manage my autonomy more, but it's not easy, but I'm trying to manage it more and more" (Technical Officer (H); interview 3; EB).
"I feel like I'm doing exactly what I'm doing on site but at home, but even more autonomously because I feel like I can manage my time even more easily. [...] There's no noise, so I can really give 200% to my customers and my work" (Business Customer Adviser (H); interview 5; Company C).

Finally, distance is a source of social and psychological rupture with the professional environment, reflected in the isolation felt by half of the members of these teams. This can have an impact on the development of skills, and even the professional development of employees over the long term.
"I wouldn't say that distance has an impact on communication, we manage to communicate, it can have an impact on people's well-being but also on skills development" (Team manager (F); interview 3; Company C).

As teleworking is a new practice in hybrid teams, most employees are affected by the absence of physical contact. They experience social isolation and loneliness due to the lack of social interaction and the reduced frequency of communication. This disconnection from the work environment gives rise to a feeling of not belonging to the team, particularly through the absence of moments of cohesion and conviviality. All these factors increase the risk of demotivation and even depression.
"The negative side is being solo, being solo from time to time, and it takes a long time" (Expert Customer Advisor (F); interview 4; Company C).
"Psychologically, when I'm on my own, it's difficult" (Data Controller (H); interview 7; Company B).
"I've had two people tell me they need to come back to the site because I felt they were really depressed" (Team Manager (F); interview 2; Company C).
"As a manager, I felt a loss of belonging to the team, a loss of motivation, fatigue on the part of some" (Team leader (F); interview 3; Company C).

5. DISCUSSION OF RESULTS

According to data analysis, there is a disadvantage in practicing virtual teams due to the lack of direct communication between team members, and this absence of physical contact has a convincing impact on all the risks that could appear. However, managers try to handle their autonomy and to make things work. In doing so, the researchers Makarchenko (2020) and our results confirms that executives/middle management, empower their employees, and at the same time they control via digital platforms with specific deadlines. There are differences between processes of control in the context of traditional and new approaches of organisation. Following the new managerial approaches, we highlight that in traditional team control is measured by the focus on the maximum use of all types of resources while in virtual team control is defined as a workflows and business processes acceleration. Hence, the difference of approaches regarding the management of control is continuous improvement of cost reduction, product/service quality and, on time work performance.

Going deeper in our research, we admit that management based on control should be changed in function of virtual team assessment but not to put in practice the traditional tools of control (Piccoli G. et al., 2004). The authors highlight in their paper the fact that applying the same behavioural control approach of traditional teams to virtual teams will not be effective, even counterproductive. The underlined results show that in virtual teams the presence of the manager and employees is lowered; the employees do not know their clear assignments and deadlines. It is really time- consuming trying to motivated people for performance while are not in the office as long as you cannot see as a leader/manager how do they realise their job, how many hours do they really spend on tasks (Konradt & Hich, 2007).

Due to the absence of face-to-face communication, trust is a main factor in the effectiveness of virtual and hybrid teams as well. In our study we have met managers who are confronting/dealing with challenges in coordinating their teams. At the same time, employees do not feel like they belong to a team which affects the trust in their co-worker/manager, because they are communicating via emails and other technical tools that don't allow/permit to express as efficiently as we, humans could express better in a real environment. It is understood that managers adopt cooperative attitude and show evidence of patience, availability, and responsiveness in decision-making regarding the group/team. According to Mortensen and Gardner (2021), there are four reasons that could corrode the trust in hybrid teams. It is notable that everyone is able to work from home, but only *highly trusted individuals are allowed to do so*. Additionally, *not every employee may effectively manage the challenges of family life and work*, a reason we identified through our interviews.

Looking at the literature (Fernandez et al., 2014), we could have stipulated that the permanent separation between members of virtual teams would influence the social dimension of their well-being. However, this is in no way the case, since these people have voluntarily chosen to join an organisation that is culturally anchored in remote working, being aware of the consequences associated with it. As a result, they are not particularly negative about the fact that they are away from their colleagues. Admittedly, distance is seen as a challenge, but the means of communication available make up for this lack of physical proximity. Based on their psychological contract (Rousseau, 1995), they adopt in-role performance behaviours (Zhu, 2013) by limiting themselves to what could be described as a 'contractual' investment in their team. A variety of studies of scientists Dennis A. et al. (2012) emphasises how crucial post-event assessments are for managing the virtual teams because they have a big impact on trust perceptions. Rather than being dependent on an individual's qualities, trust beliefs based on action are more accurate, and to promote proper trust beliefs, managers should employ Positive Emotional Belief (PEBC). Also, other authors Newman A.S. et al. (2020) think that employing virtual employees could create problems as soon as they do not have any face-to-face communication, so the trust is at certain point reduced.

We have used these results to produce the summary table below. Consequently, the originality of this study lies in the inclusion of various criteria in the modelling of remote management styles: If we take, in order of importance, the context of crisis which forced most of the respondents to experiment with teleworking for the first time. Then comes the degree of virtuality, with two teams working completely remotely and 6 teams teleworking between 2 and 4 days a week. Finally, the size of the team must be considered.

Table 2. Summary of results and characteristics of management in the virtual and hybrid teams studied

Criteria	Virtual teams	Hybrid teams
Teleworking	Regular	New and forced
Virtuality	100% remote	2 to 4 days per week
Team size	4 to 15 people	3 to 12 people
Management	Controlling** Delegative***	E-communication*** Participative*** Controlling*
Communication	E-mail and telephone if necessary	E-mail, instant messaging, telephone, videoconferencing, face to face
Dimensions of well-being affected by teleworking	Affective Professional Cognitive	Affective Professional Cognitive Social

Source: adapted by the authors based on the results of the interviews
*Legend: ***: high, **: medium, *: low*

6. FUTURE DIRECTIONS AND LIMITATIONS

In our research, we explored the literature regarding the support of HR to evaluate business performance within organisations beyond crisis with a focus on the question ``How can HR act more strategically in organisations, generating positive results for the company and its employees in times of crisis? `` We analysed the problem from two points of view to present better how the things are working in the organisations since the virtual team and hybrid team approaches are implemented. Hence, after a qualitative study of 3 service sector organisations in France and asked during the interviews, employees and executives what are their feelings and perceptions of remote management. We consider that in a challenging environment in which new approaches start to be applied in the organisations, all human resources feel uncomfortable and are affected by the loneliness and lack of communication. An uncertain economy breeds anxiety, and this is justified also by some participants who affirm `` it is stressful because it's all over the place there are emails coming in from everywhere``. To deal with such issues and misunderstandings, it is recommended by us to try approaches of listening and empathising, believing that could increase the trust and may lead to an effective communication between employees. Empathy, as considered by Allas (2020), in McKinsey Quarterly (2020), is a major feature for the job satisfaction. From the other point of view, we acknowledge that managers organise informal and individual discussions to support their employees more often as the reason for that is to minimise the conflicts and misunderstandings between remote and office workers in their companies. To generate positive results, managers adopt cooperative attitude, they are patient and responsive to the emails and issues that take place during the working hours showing their support and help.

In addition to that, during our research, we identified types of management that is being practiced during the turbulent times like COVID-19 and how the employees are feeling in such an environment. We highlighted two types of management; 1) management based on control in virtual teams and 2) management based on trust and communication. Trust and empowerment are two major discovers during the conducting research, because in hybrid teams and virtual teams the face-to-face interaction between co-workers is very rare and usually, it is made for the establishing the main objectives and directions to obtain the performance company is looking for in the long-term future. Nonetheless, psychological

safety becomes one of the most important drivers for a high-quality decision making as for the managers/executives as well as for their subcontractors. Speaking about the management based on control, it reflects the behavioural control and self-direction control, that are usually seen in the traditional teams. Piccoli G. et al. (2004) In our research we tend to affirm that self-direction control has a bigger percentage as the co-workers are teleworking because it is quite difficult to describe the behaviour of every employee at a certain moment and most of the managers/project managers rely on the informal attitudes/behaviour that they have seen during non-working hours. Mechanisms are not so well structured now, and to have an authority of what is happening in the company it is required that managers use deadline schedules, clear task/assignments for their employees along to objectives of the company.

By dint of the crisis and the economical factor, managers have changed and added to their responsibilities, other duties like scheduling and coordination decisions that take into account employees' personal circumstances which is totally a different domain. This is very important as the manager is the central point and the company that is aware of everyone's availability, personal circumstances, job responsibility, and potential. We must admit that the results we have received are unique and specific for the majority of organisations in the service sector. However, HR practices could be implemented and adapted to all industries. We should remember that, despite the turbulent times, the companies work hardly to realise their mission and vision. Employees represent a far-reaching resource for the organisations, so their well-being has to be considered as it affects their productivity and efficiency. Based on our research, we conclude that in the future, all kind of jobs will be adapted to the new format of working. It is vital for the HR department to revise the work environment in the company, so the employees could be able to work in hybrid teams, remotely in such way that will not affect the performance of the organisation negatively.
All in all, it is important to underline the fact that, there are jobs that could not be done remotely, as we can see in the Figure 1. This means that, the challenge to go beyond the comfort of the traditional team in such domains/fields is a big challenge for the HR employee to modify and to support from the beginning the following telework. Both the results of the Bureau of Labour Statistics and results of our research are directly proportional when we speak about the remote work.

We conclude that in sectors where remote work is highly feasible, employees adapted very quickly to new regulations and restrictions during the crisis.

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