EMPOWERING EMPLOYEES THROUGH INNOVATIVE HUMAN RESOURCE MANAGEMENT PRACTICES IN THE AGE OF REMOTE WORK

Mashudi[1], Aprilya Fitriani[2], Nurhamzah[3], Radi[4], Iman Ahmad Gymnastiar[5]
[1]Sekolah Vokasi Universitas Diponegoro
[2]UIN Kiai Haji Achmad Siddiq Jember
[3]ITS Khatulistiwa, Pasaman Barat
[4]Universitas Gunadarma
[5]Universitas Pendidikan Indonesia
Email: emashud@lecturer.undip.ac.id

Abstract

The era of remote work has significantly changed the way companies operate, with a focus on flexibility and innovative use of technology. In this context, human resource management (HR) practices become critical in influencing employee engagement and productivity. The challenges arising from the transition to remote work demand innovation in management approaches, especially in terms of employee empowerment and development. The aim of this research is to explore the effectiveness of innovative HR management practices in empowering employees in the era of remote work. This research was conducted using a qualitative approach, with data obtained from literature studies and relevant previous research. Data analysis was carried out in depth to identify the impact of this practice on employee performance and satisfaction. The conclusion shows that adapting innovative HR management policies and practices can improve operational efficiency and employee satisfaction. The implementation of adaptive management strategies and the use of technology play an important role in ensuring effective communication and accurate performance monitoring in unconventional work environments. Additionally, increasing employee engagement and motivation can be achieved through reward and recognition initiatives and involving them in decision making. Employee skills development and well-being have also proven critical in maintaining and increasing productivity in remote work settings. This study confirms the need for organizations to continuously adapt and update their HR management practices to remain relevant and effective in the digital era.

Keywords: Empowerment, Employees, HR Management, Remote Work.

A.   INTRODUCTION

In recent years, the world of work has experienced a significant transformation, especially with the increasing adoption of digital technology and the internet which allows work to be done remotely. The COVID-19 pandemic that hit globally in early 2020 accelerated this change dramatically. Companies from various sectors have been forced to adopt remote work as a solution to continue operating during the social distancing period. These sudden changes require organizations to quickly adapt to new ways of working, collaborating and managing employees (Amankwah-Amoah

et al., 2021). Remote work has brought many benefits to companies and employees. From the company's side, there are savings on operational costs such as office rent and utilities. For employees, flexibility in managing working time and avoiding tiring daily commutes is a significant added value. However, this change also brings new challenges, especially in terms of human resource management (HR). Traditional ways of managing employees are no longer adequate to meet the new needs and dynamics of a remote work environment (Orzeł & Wolniak, 2022).

In the era of remote work, employee empowerment is more important than ever. Empowerment not only means giving employees freedom and autonomy in their work, but also includes efforts to ensure they remain productive, motivated, and connected to organizational goals. This requires an innovative and adaptive HR management approach. Companies must be able to create a supportive work environment, even though they are physically separated. They need to develop strategies for building trust, effective communication, and ongoing professional development (Pass & Ridgway, 2022). Along with this, technology plays a key role in supporting innovative HR management practices. Digital tools such as online collaboration platforms, cloud-based performance management systems, and real-time communication applications are becoming important tools for maintaining connectedness and collaboration between employees. Additionally, advanced data analytics enable HR managers to identify employee needs and preferences more precisely, thereby designing more effective empowerment programs (Vahdat, 2022).

However, technology adoption and policy changes alone are not enough. Fundamental organizational culture changes are needed to support remote work on an ongoing basis. Organizations must change their mindset from direct supervision and tight control to a more results- and trust-based approach. This requires a visionary and flexible leader, who is able to inspire and motivate his team even though they are not in the same physical space (Raghavan et al., 2021). In addition, the issue of employee welfare is a major concern in the context of remote work. Employees who work from home often face challenges in maintaining a balance between work and personal life. The pressure to remain productive amidst various household distractions, as well as feelings of isolation from coworkers, can affect their mental and physical health. Therefore, employee empowerment programs should include initiatives to support holistic well-being, including mental, physical and emotional health (Shirmohammadi et al., 2022).

The role of HR management in the era of remote work must also include the development of new skills. Employees need to be trained to use new technology effectively, as well as develop soft skills such as virtual communication, time management, and remote collaboration. Continuous training and development is key to ensuring that employees remain competitive and relevant amidst rapid changes in the world of work (Bennett & McWhorter, 2021).

In the midst of these dynamic changes, research on innovative HR management practices to empower employees in the era of remote work is very important. By understanding how companies can leverage technology and developing effective empowerment strategies, organizations can create a productive and supportive work environment, regardless of employees' physical location. It's not just about surviving

in this new era, but also about how companies can thrive and achieve long-term success through empowering innovative employees (Ammirato et al., 2023).

B. LITERATURE REVIEW
1. Empowering

Conceptually, empowerment comes from the word power (power or empowerment). Because the main idea of empowerment concerns the ability to make other people do what we want, regardless of their desires and interests. Empowerment according to Suhendra is "a continuous, dynamic activity that synergistically encourages the involvement of all existing potential in an evolutionary way with the involvement of all potential" (Maiorano et al., 2021).

Empowerment is part of development activities through employee involvement, namely providing sufficient authority and responsibility to complete tasks and make decisions. Every employee has the potential to be involved and contribute to work and decision making. Empowerment is a manifestation of a decentralized system that involves subordinates in making decisions (Purwanto & Prasetya, 2021). In this case, empowerment is also an effort to provide autonomy, authority and trust to each individual in an organization, as well as encouraging them to be creative in order to complete their tasks as well as possible. Thus, empowerment is essentially an activity to empower humans through change and development of humans themselves in the form of ability, trust, authority and responsibility in the context of implementing organizational activities to improve performance (Hassi et al., 2022).

The goal of empowerment is to improve organizational capabilities and to provide value to customers. Therefore, employees must understand what customer value means, system components, and how to determine and measure it. Employee empowerment can be significant for achieving organizational goals. For this reason, empowerment goals must be directed at achieving organizational goals. Empowerment goals must at least be directed at very basic things, namely:
a. To produce the best decisions in better planning
b. For better program implementation, and ultimately getting better results
c. To increase the sense of ownership and responsibility for decisions for each employee (Arhin & Cobblah, 2024)

Empowerment in human resource management is intended as an effort to increase carrying capacity through increasing employee capabilities, performance and commitment. Empowerment can be done by giving authority to employees to plan, control and make decisions about the work they are responsible for without having to obtain explicit authorization (Murray & Holmes, 2021).

HR empowerment methods using employee development methods, namely as an empowerment model that can be developed in an organization to ensure the success of the empowerment process in the organization, namely:
a. Desire
   The first stage in empowerment is the desire from management to delegate and involve workers (Richardson et al., 2021)
b. Trust

After management's desire to carry out empowerment, the next step is to build trust between management and employees. The existence of mutual trust between members of the organization will create good conditions for the exchange of information and suggestions without fear (Siyal et al., 2023)

c. Confident

The next step after mutual trust is to increase employee self-confidence by respecting the employee's abilities (Ma et al., 2024)

d. Credibility

The fourth step is to establish credibility with awards and develop a work environment that encourages healthy competition so as to create an organization that has high performance (Alavi & Aghakhani, 2023).

e. Accountability

The next stage in the empowerment process is employee responsibility for the authority given. By consistently and clearly establishing roles, standards and objectives regarding the assessment of employee performance in completion and responsibility for the authority given (Baird et al., 2020)

f. Communications

The final step is open communication to create mutual understanding between employees and management. This openness can be realized by providing criticism and suggestions regarding the results and achievements of workers (Chaurasia et al., 2020)

2. HR Management

Human Resource Management (HRM) can be seen as activities related to the management of people/individuals in organizations which can also be defined as; 'a strategic approach to managing employment relationships in which leveraging people's capabilities is essential to achieving sustainable competitive advantage, this achievement is achieved through a distinctive set of policies, programs and integrated work practices (Al Aina & Atan, 2020). As in the definition above, the term HRM is often associated with an orientation towards personnel management, namely, viewing its role as proactive, HRM with strategic planning and cultural change; and orientation towards work relationships, namely embracing people with different values such as trust, commitment, involvement and collaboration (He & Kim, 2021).

Human resource management can be interpreted as a form of ordering and empowering the resources available to a person or employee. Organization and empowerment can be improved as much as possible in carrying out daily work so that company goals are achieved and individual and employee development can be carried out. Human resources is a process that begins with planning, organizing, implementing and controlling the human resources contained in a company so that company goals can be achieved effectively and efficiently (JH Coun et al., 2022).

The term Human Resource Management (HRM) is mostly taken by "personnel management" experts. Personnel management is rooted in four traditions:

a. The welfare tradition, based on concerns about improving the working conditions of employees;

b. The industrial relations tradition emerged as a response to the growing power of trade unions until the 1960s and 70s;

c. The tradition of 'employment control' Personnel management emerged as a response to the increasing rate of organizational growth and change.

d. Personnel management was recognized as a professional discipline in its own right, broadly applicable to all areas of work (Strohmeier, 2020).

The term Human Resource Management (HRM) gained recognition in the United States in the early 1980s as an A label for certain blue-chip companies such as IBM, Xerox and Hewlett Packard for managing their employees. The term and its implications were later explored by British writers including David Guest, Karen Legge and John Storey, in the late 1980s and early 1990s.

The main features of HRM can be summarized as follows:

a. Efforts to achieve strategic 'fit' or integration between HR and business planning: HR policies must be formulated at a strategic level, and be directly linked to the organization's competitive and value-added objectives.

b. Development of coherent and mutually supportive HR policies and practices: Strategic management of society will be reflected in all HRM areas and systems.

c. Commitment orientation: guarantees employee identification with the goals and values of the organization, not just compliance with directions. This is often related to management practices such as flexibility, teambuilding, empowerment, involvement and the creation of strong cultural values.

d. Treatment of people as assets and not costs: regarding employees as a source of competitive advantage and human capital to be invested through the provision of learning and development opportunities. This is often associated with a strong emphasis on quality delivery and customer satisfaction, and on satisfactory performance, competence, contribution and added value.

e. A unitarist approach to employee relations, which assumes that there is no inherent conflict of interest between employers and employees. This is often reflected in a shift from collective/representative to more individualized employee relationships.

f. Line management responsibilities for delivery of HRM objectives.

3. Remote Work

According to McShane & Glinow remote working has the same concept as teleworking, where a person is flexible in working both in terms of time, place, method of communication and use of information. The implementation of remote working allows work to no longer be tied to location and time which can be carried out with the support of technology and communication access. The concept of remote working became popular in 2006 in the United States where the percentage rose to 60%, compared to 1996 when only around 20% of companies adopted it (López-Igual & Rodríguez-Modroño, 2020).

One of the preventive steps recommended by WHO (World Health Organization) in an effort to reduce the spread of Covid-19 is to adapt remote working. Initially in Indonesia, not many companies were ready to organize remote working, both in terms of facilities, assets and knowledge of technology that could support the remote working process. Moreover, the concept of remote working is still being debated because of the blurring of the boundaries between work and non-work

activities that can be carried out at the same time outside the physical workplace area (Sohrabi et al., 2020).

Currently, almost all companies in the world implement remote working, but not all individuals feel that working remotely and doing it at home is more comfortable than working in the office. The following are the benefits of implementing remote working according to McShane & Glinow:

a. Better Work-Life Balance (WLB), this is because when work is done at home the individual can exert more control over responsibilities outside of work.
b. Attractive job vacancies, for the millennial generation and generation Z, remote work is one of the attractive job features.
c. More productive, by implementing remote working employees do not need to take time to go to the office, can still work as usual despite obstacles such as the current pandemic, and the level of stress they feel is lower.
d. Low turnover rate, this is because employees are comfortable with their work as seen from their psychological condition as indicated by lower work stress.
e. Save energy, by working from each employee's home, you save on vehicle use, electricity and fuel, thereby reducing greenhouse gas emissions. This also results in better air quality due to reduced congestion and pollution.
f. Cost effective, companies do not need to pay office building rental fees.

C. METHOD

This research was designed to evaluate how innovative HR management practices can empower employees in the era of remote work. To achieve this goal, this study will use a qualitative approach, which allows for in-depth research. Research data will be obtained from various good sources such as research results and previous studies which still have relevance to the research content. This method was chosen for its ability to dig deeper into the phenomenon under study, providing a comprehensive understanding of the impact of these practices on employee effectiveness and well-being in remote work settings. After the research data has been successfully collected, a data analysis process will be carried out to identify, analyze and interpret the information obtained. This analysis will help reveal how innovative HR management practices can be implemented effectively and how this affects employee motivation and productivity. This approach will also identify the challenges faced in the practice as well as strategies to overcome obstacles in remote employee management. Through careful analysis, this study aims to generate useful insights for organizations seeking to implement or improve their HR management practices in today's digital era.

D. RESULT AND DISCUSSION
1. Work Transformation in the Digital Era

In recent decades, technological advances have drastically changed the way we work, with remote work being one of the most significant changes. The evolution of information and communications technology has enabled employees to work from anywhere, at any time, with easy access to a variety of collaboration and project management tools. Before the advent of the internet and sophisticated mobile devices, most work was done in offices with rigid working hours. However, advances such as fast internet connectivity, cloud computing, and real-time communications

applications have revolutionized traditional work structures, enabling a transition towards more flexible and distributed work models. This change was amplified by the COVID-19 pandemic which forced many companies to immediately adopt remote work as the new norm to maintain operational continuity.

Organizations adapting to a remote work model requires significant changes in various operational aspects. Companies must redesign work processes, establish clear remote work policies, and provide a supportive technology infrastructure. This transition also requires a change in organizational culture, where trust and communication are key elements. Many companies have had to learn to trust their employees more than ever, relying on results and productivity rather than time spent in the office. Additionally, companies must ensure that employees have the tools and resources necessary to work effectively remotely, including access to appropriate hardware and software and training to use them.

While remote work offers many benefits, its implementation is not free of challenges. One of the main obstacles is communication and collaboration. Without regular face-to-face interaction, employees may feel isolated, and misinformation can easily occur. To overcome this, companies need to leverage digital communication tools such as video conferencing, chat, and online collaboration platforms to ensure that teams stay connected and can work together effectively. In addition, management needs to adjust the way they monitor and evaluate employee performance. Traditional approaches that rely on direct supervision must be replaced by results-based methods that measure productivity based on concrete achievements and contributions.

Remote work also presents significant benefits for both companies and employees. One of the main advantages is operational cost efficiency. With fewer employees working from the office, companies can reduce spending on office space rental, utilities, and other operational costs. In addition, employees who work from home do not have to spend on daily commuting, eating lunch out, and formal work clothes, thereby saving on their personal expenses. Additionally, remote work provides increased flexibility for employees, who can organize their work time more freely to balance work and personal life. This flexibility can improve employee well-being, reduce stress, and increase overall job satisfaction.

This increased well-being can also contribute to higher productivity and greater employee loyalty. Employees who feel valued and have more control over their work schedules tend to be more motivated and engaged in their work. Additionally, companies that offer remote work flexibility can attract and retain top talent from various geographic locations, without being restricted by the physical boundaries of an office. This opens up opportunities to create more diverse and inclusive teams, which in turn can encourage innovation and creativity.

The transformation of work in this digital era not only changes the way we work but also creates a new paradigm in human resource management. Organizations need to continue to adapt and innovate to leverage technology effectively, overcome emerging challenges, and maximize the benefits offered by remote work models. With the right strategy, companies can create a more productive, flexible and supportive work environment for their employees, ensuring long-term success in the ever-evolving digital era.

2. Innovation in HR Management for Employee Empowerment

In facing the growing era of remote work, innovation in human resource management (HR) is crucial to empowering employees and ensuring they remain productive and motivated. An adaptive HR management approach is the first step in creating a supportive work environment. One of the main strategies is results-based employee management, where the focus shifts from strict monitoring of work time towards assessment based on output and concrete achievements. This model allows employees to work more flexibly, adapting their schedules to personal needs without sacrificing productivity. By setting clear targets and giving full trust to employees to achieve them, companies can increase employees' sense of responsibility and commitment to their duties.

Increasing employee autonomy and responsibility is also an important part of this adaptive approach. When employees are given the freedom to make decisions relevant to their work, they feel more valued and have more control over their work. This not only increases job satisfaction but also encourages initiative and creativity. Employees who feel empowered tend to be more proactive in solving problems and seeking innovative solutions, which ultimately contributes to improving overall organizational performance.

The use of modern technology plays a key role in supporting employee empowerment. Digital collaboration platforms and project management tools like Slack, Microsoft Teams, and Trello enable teams to stay connected and collaborate effectively even when working from different locations. This technology facilitates real-time communication, information sharing, and task coordination, thereby eliminating geographic and time barriers. Additionally, the use of data analytics to personalize the work experience provides deeper insight into employee needs and preferences. By understanding employee behavior and performance data, management can design development programs tailored to individual needs, increasing engagement and productivity.

Increasing employee involvement and motivation is also a main focus in HR management innovation. Timely and relevant recognition and reward programs can improve employee morale and morale. Recognizing employee contributions, whether through public praise, awards, or incentives, provides a significant motivation boost. This shows that their efforts and hard work are appreciated, which in turn increases loyalty and dedication to the company. In addition, employee involvement initiatives in decision making are also important. When employees are involved in the decision-making process, they feel they have a voice and an important role in the organization. This not only increases the sense of ownership but also ensures that decisions taken are more inclusive and reflect employee needs and expectations.

Overall, innovation in HR management that focuses on employee empowerment is the key to creating a dynamic and productive work environment. An adaptive approach, use of advanced technology, and effective engagement-enhancing strategies can help companies stay competitive and relevant in the era of remote work. By continuing to develop and implement innovative management practices, companies can ensure that their employees are not only able to work efficiently but also feel motivated, valued, and empowered to reach their maximum potential.

3. Employee Well-Being in Remote Work

In the era of remote work, employee welfare has become an increasingly important and complex issue. One of the main challenges employees face is the balance between work and personal life. With the physical boundaries between the office and home disappearing, employees often find it difficult to separate work time from personal time. This can cause fatigue, stress and reduced productivity if not managed properly. The pressure to always be available and responsive to work requirements can disrupt daily routines and rest time, ultimately negatively impacting physical and mental well-being.

To overcome stress and burnout, companies need to develop effective strategies. One approach is to set clear working time limits and encourage employees to really take a break after working hours are over. Flexibility in managing work schedules is also important, so that employees can adjust working hours to their personal needs. Additionally, providing training on time management and relaxation techniques such as mindfulness and meditation can help employees better manage stress. Companies can also provide sufficient rest time and encourage employees to take time off periodically to avoid chronic fatigue.

Employee mental and physical health also needs to receive serious attention in the context of remote work. Mental health programs, such as access to counseling and psychological support, can help employees deal with emotional and mental stress. Providing online counseling services and supporting employees in seeking professional help when needed is an important step in creating a mentally healthy work environment. In addition, companies can hold training sessions and workshops on mental health to increase employee awareness and skills in managing stress and emotional problems.

Employee physical health should not be ignored either. In remote work situations, employees tend to sit more and move less, which can have a negative impact on their physical health. Companies can encourage employees to stay active by holding virtual fitness programs, such as yoga classes or physical exercise that can be followed from home. Providing incentives for physical activity, such as step competitions or fitness challenges, can motivate employees to look after their health. Additionally, suggesting an ergonomic workspace setup at home can help reduce the risk of physical health problems due to poor posture.

Building a positive work environment is also essential for employee well-being. An inclusive and supportive work culture can increase a sense of belonging and job satisfaction. Companies need to ensure that all employees feel valued and supported, regardless of their physical location. Holding regular meetings to check in on employee well-being, both individually and as a group, can help build stronger relationships and ensure that each employee feels cared for. In addition, companies can facilitate open and transparent communication, so that employees feel comfortable sharing the challenges they face and getting the support they need.

Practices to increase employee job satisfaction and loyalty involve recognizing and rewarding their contributions. Providing sincere and regular appreciation can increase morale and motivation. Reward programs held virtually, such as monthly awards for outstanding employees, can make employees feel appreciated even when working remotely. In addition, providing opportunities for career development and

new skills training can increase job satisfaction, because employees feel that they have prospects for growth and development within the company.

By implementing various initiatives to support employee well-being, companies not only create a healthy and productive work environment but also increase employee loyalty and retention. Employees who feel appreciated and supported tend to be more loyal and committed to the company, which in turn can improve overall organizational performance. Therefore, focusing on employee well-being in remote work is a long-term investment that benefits both employees and the company.

4. Skills Development in the Era of Remote Work

In the era of remote work, skills development is a key factor in maintaining employee productivity and adaptability. Digital and technology skills are becoming increasingly important as employees must be able to use a variety of digital tools and platforms to communicate, collaborate and complete their tasks effectively. Training on the use of tools such as Microsoft Teams, Slack, and Zoom is essential to ensure that employees can make optimal use of existing features. In addition, technical skills relevant to the respective industry also need to be developed. For example, employees in digital marketing need to master automated analytics and marketing tools, while employees in IT must continually update their knowledge of cybersecurity and software development.

Apart from technical skills, soft skills are also very necessary in a remote work environment. Effective communication is becoming one of the most important skills, as face-to-face interaction is replaced by virtual communication. Employees must be able to convey ideas and information clearly and effectively via email, chat and video conferences. The ability to listen actively and understand context is also crucial to avoiding miscommunication and ensuring that collaboration runs smoothly. Time management and individual productivity are also skills that employees must master. Without direct supervision, employees must be able to set their own schedules, set priorities, and manage distractions at home. Time management techniques such as the Pomodoro technique or using productivity apps can help employees stay focused and efficient.

Continuous learning and development opportunities are essential to ensure that employees continue to grow and develop in their careers. Online training and certification programs provide employees with the opportunity to acquire new skills and improve their competencies without having to leave home. Platforms like Coursera, Udemy, and LinkedIn Learning offer a variety of courses and certifications that can be accessed anytime and anywhere. Companies can also invest in providing access to these learning resources as part of their employee development strategy. Additionally, mentoring and coaching play an important role in career development. Through mentoring programs, employees can get guidance and support from seniors or experts in their field, who can help them overcome challenges and achieve their career goals.

Implementing an effective mentoring and coaching program can help employees develop leadership skills and increase their self-confidence. Regular meetings between mentor and mentee provide an opportunity to discuss progress, get

constructive feedback, and set clear goals. This not only helps in developing technical and soft skills, but also in building a strong professional network. Coaching programs, both individual and group, can focus on developing specific skills or helping employees overcome obstacles they face in their daily work.

Skills development in the remote work era also requires companies to create a supportive learning culture. Companies must encourage employees to continue learning and provide the time and resources necessary for self-development. Building this culture of learning involves recognizing and rewarding employees' efforts in improving their skills, as well as providing a platform and opportunity to share knowledge among colleagues. Internal webinars, workshops and knowledge sharing sessions can be an effective way to promote continuous learning within an organization.

Overall, skills development in the era of remote work requires a holistic and integrated approach. Companies must ensure that employees have access to the necessary training, both in digital and technical skills as well as soft skills. Continuous learning opportunities, through online training and mentoring programs, must be supported by an organizational culture that encourages learning and growth. By investing in employee skills development, companies not only increase productivity and efficiency but also build a strong foundation for innovation and long-term sustainability. Employees who feel supported and continuously improving will be more motivated and committed, ultimately contributing to the overall success of the organization in the ever-changing digital era.

E. CONCLUSION

In an era of increasingly remote work, companies must adapt quickly to empower employees through innovation in HR management, skills development and increased well-being. The transformation of work from traditional to remote models has brought new challenges and opportunities, including the need to manage effective communication and collaboration, as well as assess performance based on concrete results. By adopting adaptive management strategies and leveraging advanced technology, companies can create a more flexible and supportive work environment, where employees feel valued and motivated to reach their maximum potential. The development of digital, technical and soft skills is critical to individual and organizational success. Ongoing training, online certification programs, and mentoring and coaching are key to ensuring employees continue to grow and develop. In addition, employee well-being must be maintained through holistic efforts, including mental health programs, physical support, and a positive work culture. By integrating all these elements, companies can increase productivity, loyalty and job satisfaction, and ensure long-term success in an ever-changing world of work.

REFERENCES

Al Aina, R., & Atan, T. (2020). The impact of implementing talent management practices on sustainable organizational performance. *Sustainability*, *12*(20), 8372.

Alavi, S., & Aghakhani, H. (2023). Identifying the effect of green human resource management practices on lean-agile (LEAGILE) and prioritizing its

practices. *International journal of productivity and performance management*, *72*(3), 599-624.

Amankwah-Amoah, J., Khan, Z., Wood, G., & Knight, G. (2021). COVID-19 and digitalization: The great acceleration. *Journal of business research*, *136*, 602-611.

Ammirato, S., Felicetti, A. M., Linzalone, R., Corvello, V., & Kumar, S. (2023). Still our most important asset: A systematic review on human resource management in the midst of the fourth industrial revolution. *Journal of Innovation & Knowledge*, *8*(3), 100403.

Arhin, E. P., & Cobblah, C. (2024). Total quality management implementation practices and customer satisfaction: the role of innovative employee behavior and employee empowerment. *Management Research Quarterly*, *1*(1), 26-41.

Baird, K., Tung, A., & Su, S. (2020). Employee empowerment, performance appraisal quality and performance. *Journal of Management Control*, *31*, 451-474.

Bennett, E. E., & McWhorter, R. R. (2021). Virtual HRD's role in crisis and the post Covid-19 professional lifeworld: Accelerating skills for digital transformation. *Advances in Developing Human Resources*, *23*(1), 5-25.

Chaurasia, S. S., Kaul, N., Yadav, B., & Shukla, D. (2020). Open innovation for sustainability through creating shared value-role of knowledge management system, openness and organizational structure. *Journal of Knowledge Management*, *24*(10), 2491-2511.

Hassi, A., Rohlfer, S., & Jebsen, S. (2022). Empowering leadership and innovative work behavior: the mediating effects of climate for initiative and job autonomy in Moroccan SMEs. *EuroMed Journal of Business*, *17*(4), 503-518.

He, J., & Kim, H. (2021). The effect of socially responsible HRM on organizational citizenship behavior for the environment: A proactive motivation model. *Sustainability*, *13*(14), 7958.

JH Coun, M., Peters, P., Blomme, R. J., & Schaveling, J. (2022). 'To empower or not to empower, that's the question'. Using an empowerment process approach to explain employees' workplace proactivity. *The International Journal of Human Resource Management*, *33*(14), 2829-2855.

López-Igual, P., & Rodríguez-Modroño, P. (2020). Who is teleworking and where from? Exploring the main determinants of telework in Europe. *Sustainability*, *12*(21), 8797.

Ma, X., Khattak, A., Ghani, B., & Huo, M. (2024). Perceived overqualification in higher education institutions: Enhancing employee innovative behavior via creative self-confidence and harmonious workplace climate. *Current Psychology*, *43*(11), 9826-9837.

Maiorano, D., Shrimankar, D., Thapar-Björkert, S., & Blomkvist, H. (2021). Measuring empowerment: Choices, values and norms. *World Development*, *138*, 105220.

Murray, W. C., & Holmes, M. R. (2021). Impacts of employee empowerment and organizational commitment on workforce sustainability. *Sustainability*, *13*(6), 3163.

Orzeł, B., & Wolniak, R. (2022). Digitization in the design and construction industry — remote work in the context of sustainability: a study from Poland. *Sustainability*, *14*(3), 1332.

Pass, S., & Ridgway, M. (2022). An informed discussion on the impact of COVID-19 and 'enforced' remote working on employee engagement. *Human Resource Development International*, *25*(2), 254-270.

Purwanto, A., & Prasetya, A. B. (2021). Did coaching, training and development, empowerment and participation on school employees performance?. *Journal of Industrial Engineering & Management Research*, *2*(2), 73-95.

Raghavan, A., Demircioglu, M. A., & Orazgaliyev, S. (2021). COVID-19 and the new normal of organizations and employees: an overview. *Sustainability*, *13*(21), 11942.

Richardson, H. A., Kluemper, D. H., & Taylor, S. G. (2021). Too little and too much authority sharing: Differential relationships with psychological empowerment and in-role and extra-role performance. *Journal of Organizational Behavior*, *42*(8), 1099-1119.

Shirmohammadi, M., Au, W. C., & Beigi, M. (2022). Remote work and work-life balance: Lessons learned from the covid-19 pandemic and suggestions for HRD practitioners. *Human Resource Development International*, *25*(2), 163-181.

Siyal, S., Liu, J., Ma, L., Kumari, K., Saeed, M., Xin, C., & Hussain, S. N. (2023). Does inclusive leadership influence task performance of hospitality industry employees? Role of psychological empowerment and trust in leader. *Heliyon*, *9*(5).

Sohrabi, C., Alsafi, Z., O'neill, N., Khan, M., Kerwan, A., Al-Jabir, A., ... & Agha, R. (2020). World Health Organization declares global emergency: A review of the 2019 novel coronavirus (COVID-19). *International journal of surgery*, *76*, 71-76.

Strohmeier, S. (2020). Smart HRM–a Delphi study on the application and consequences of the Internet of Things in Human Resource Management. *The International Journal of Human Resource Management*, *31*(18), 2289-2318.

Vahdat, S. (2022). The role of IT-based technologies on the management of human resources in the COVID-19 era. *Kybernetes*, *51*(6), 2065-2088.