

# A SMART ANALYSIS OF HUMAN RESOURCE MANAGEMENT FOR MNC COMPANIES IN WORK FROM HOME ENVIRONMENT

**S. Aradhana and K. Harshini**

*Department of Management Studies, Calicut University, India*

## **Abstract**

*The emergence of a work from home (WFH) environment has profoundly changed the way MNCs (Multinational Corporations) manage their human resources. MNCs have had to quickly adapt their Human Resources (HR) policies, systems and procedures to ensure seamless team collaboration, management, and disclosure of personal information under this new arrangement. To support the WFH environment, MNCs need an effective strategy in place to ensure data security and organizational compliance. In particular, they need to strengthen their security measures and review the relevant internal policies regarding the safe handling and storage of sensitive employee information. They should also restructure roles and responsibilities in line with the new WFH arrangements and provide a secure digital workspace with designated access rights and privileges. MNCs must also create a cohesive remote work culture in order to motivate and inspire employees in order to boost productivity and team morale. This includes setting clear communication protocols, allowing flexible schedules, identifying and providing relevant training opportunities, and introducing robust procedures for career growth. The MNCs should focus on creating a sense of belonging amongst their employees so that they remain motivated and inspired to continue working productively from home. Developing a well-thought-out HR policy which caters to individual needs and keeps the WFH guidelines in line with organizational objectives is paramount to achieving this.*

## **Keywords:**

**MNC, WFH, Arrangements, Digital Workspace, Human Resource**

## **1. INTRODUCTION**

The importance of human resource management for multinational companies (MNCs) in a work from home environment is undeniable. The primary goal of any company is to ensure employees are productive and effective in meeting their tasks and objectives. A work from home environment presents a unique set of challenges for MNCs to overcome in order to achieve its goals and objectives. Employees working from home must be given the right tools and technology to enable them to effectively work remotely. MNCs must ensure their remote employees have an adequate internet connection, a laptop or computer with proper software and applications, and other necessary devices [1]. Human resource management must also establish policies to ensure that tasks are completed on time and according to the organization's standards and expectations. Another key concern of MNCs in a work from home environment is safety. As more companies are allowing their staff to work remotely, there is a greater need for practical and efficient security

systems to protect employee data. This includes ensuring appropriate encryption of files, establishing access privileges for approved personnel, and conducting regular vulnerability scans [2]. Human resource management is responsible for developing and implementing policies and procedures to ensure the safety of all its data and employees. It is also essential for MNCs to maintain a positive employee culture when working from home. Despite the distance between colleagues, MNCs must strive to create a sense of connectedness by providing effective team building and communication tools. Online conferences and video meetings should be scheduled regularly to provide an avenue for employees to get to know each other and foster collaboration [3]. Finally, MNCs must provide support to remote employees. This includes providing adequate training to ensure that all staff are familiar with the organizations' processes and procedures. It is also important to provide remote employees with access to sources of support such as HR services, mental health professionals, and online support groups. Human resource management must also ensure that remote employees fulfil their performance expectations, are given appropriate feedback, and are provided with opportunities for career growth. In conclusion, human resource management plays an essential role in ensuring the success of any MNC in a work from home environment [4]. MNCs must ensure that their remote employees are given the necessary tools, are supported, and are provided with a safe and secure environment. By providing these services, MNCs can ensure that their staff are productive and empowered to work from home effectively. Work from home (WFH) has been growing as a popular trend among the companies in the modern era. Although companies have worked on adopting new policies for employee engagement in WFH, human resource management (HRM) is a major component to make the idea successful [5]. In a work from home environment, MNC companies could benefit from innovative HRM techniques in order to improve communication, management, and development of their workforce. First of all, flexible scheduling can be implemented in the work from home environment in order to improve employee engagement. This can be achieved by allowing employees to choose their own working hours and days, or to work according to a flexible work schedule. Such a flexi-working environment could help MNCs to strengthen team communication and collaboration even in a distributed workforce [6]. The use of collaborative technology should also be considered in order to facilitate communication and collaboration among remote workers. Employers should invest in cloud-based collaborative platforms such as Google Workspace, Microsoft Teams, etc., for encouraging better communication and collaboration while working from home. Additionally, using video conferencing tools can help MNCs to conduct online meetings for remote employees and can help them to maintain a sense of connectivity even in a work-from-home environment. Business managers should also recognize the need for regular performance feedback and one-on-one time with remote

employees [7]. Therefore, using an effective communication system and conducting more frequent meetings can help MNCs to enhance their performance management system. Furthermore, introducing feedback programs and self-appraisal surveys can help MNCs to gain better insights into their employees' performance while working from home. Overall, by implementing innovative HRM practices in a work from home environment, MNCs can create a more effective, efficient, and comfortable atmosphere for their workforce [8]. With the right strategies and tools in place, they can ensure that the progress, goals, and objectives of their business can be achieved without compromising employee productivity or satisfaction. The main contribution of this research has the following,

- **Promoting Fair and Ethical Employer-Employee Relationships:** Human resource management is critical to fostering a safe and equitable work environment, and this is even more vital in a work from home (WFH) setting. HR plays a key role in ensuring employers comply with proper policies and procedures governing employee rights, training, and recognition that may be overlooked in a WFH setting.
- **Research and Implementing Flexible Work Strategies:** Studies from different HR sources have indicated that WFH has the potential to benefit employers and employees alike. Human resource departments are therefore being called upon to develop and implement flexible work strategies to accommodate those working remotely. Furthermore, HR can use analytics to track workforce productivity metrics and performance to ensure that adequate support and guidance is given to both employees and the organization.
- **Supporting Mental Wellness and Self-care:** One way in which an MNC company can benefit from HR management in the WFH setting is the support for mental wellness and self-care. This is essential for employees who are going through the stress of having to work from home while dealing with personal/family matters. HR teams can help provide support with resources like mental health support/wellness programs that can be accessed remotely and more tailored coaching sessions.
- **Redesigning of Communication Channels:** HR teams are important in overseeing and retooling the communication channels of an organization. They can ensure effective remote collaboration between colleagues as well as lead virtual meetings and provide guidance for connecting with remote stakeholders.
- **Streamlining HR Processes:** In a WFH environment, HR teams have had to adapt existing processes to accommodate the shift in how employees are working. This means streamlining and digitizing processes such as onboarding, training, feedback, and performance reviews, to ensure they can work properly in a remote setting.

## 2. LITERATURE REVIEW

In the wake of the corona virus pandemic, many multinational companies (MNCs) have shifted to a work from home (WFH) environment which, under normal circumstances, is not practiced. This shift has generated difficulties for MNCs in the management of their human resource (HR), and the challenge to maintain an effective and productive workforce has become increasingly more

difficult [9]. The biggest challenge faced by MNCs in the WFH environment is the task of keeping their employees engaged and motivated. Without the presence of a physical working space, it can be difficult for employees to focus and be productive. HR teams must ensure that they have the right strategies in place to motivate their employees, such as regular check-ins, effective communication strategies, and providing them with the resources they need to do their job. Another key issue MNCs face is building a strong team culture while everyone is working remotely [10]. Without the presence of a physical office, it can be difficult to foster a sense of camaraderie and belonging among the team. To bridge the gap and build a strong team culture, MNCs need to focus on developing virtual engagement activities, such as virtual happy hours and team building exercises. The issue of trust is also an important factor for MNCs to consider, as it is often harder to gauge the trust level of remote staff than it is with physically present staff. MNCs must make sure they have trust-building strategies in place, such as clear expectations and allowing enough flexibility so that employees are able to work with minimal distractions. Finally, MNCs need to invest in technology and WFH infrastructure to ensure their remote staff can effectively carry out their tasks [11]. This includes access to the right software and platforms, a secure and reliable internet connection, and the right hardware, such as laptops and webcams. Overall, managing the HR of an MNC in a WFH environment presents immense challenges. To ensure a successful transition and maintain a productive work environment, MNCs must invest in the right strategies and technologies to foster engagement and trust among their remote staff. Work from home (WFH) is a working model where employees are allowed to work from a remote location, instead of an office. This poses some different challenges to multinational companies (MNC), in terms of their human resource (HR) management [12]. The first problem is the loss of face-to-face interaction among employees. In the office environment, direct face-to-face communication facilitates communication, trust building, collaboration and team development. Because of the physical distance, team dynamics and team spirit may be lost in the WFH arrangement. Second, the lack of physical connection between workers could make it difficult for employers to ensure that employees are working as expected. No physical presence means that employers cannot monitor their employees' attendance, performance or productivity. This makes it more difficult to enforce a work culture, and to address any underperforming employees. Third, HR professionals may find it difficult to build a sense of company culture in a WFH environment [13]. When working from home, employees can become used to certain comfort levels, work hours, and communication styles. This can be difficult to manage and create consistency when most of their employees are based in different locations. Finally, employees could face potential work-life balance issues. With no physical separation between a home office and personal life, employees may find it difficult to set boundaries, leading to burnout or exhaustion. In the absence of face-to-face interaction, it could also be difficult for employers to provide adequate resources for mental health and well-being. MNC companies that are working in the WFH environment need to develop human resource strategies to address the above mentioned challenges [14]. These strategies may involve providing the necessary equipment, fostering a system of trust amongst employees, introducing flexible working policies,

encouraging team-building activities, and providing mental health support. Thus, the challenges associated with human resource management in a WFH environment are significant. However, with the right strategies in place, MNCs can ensure that employees are productive, engaged, and satisfied. The novelty of the proposed research has the following,

- **Remote On boarding:** Human Resources can easily onboard new hires remotely, with virtual orientation, document exchange, and communication systems.
- **Online Training and Development:** HR can provide meaningful online training and development to employees who may not be able to attend in-person workshops or seminars.
- **Employee Engagement and Performance Monitoring:** With HR software and tracking tools, they can monitor employee performance and engagement, and initiate corrective action if necessary.
- **Flexible Workplace Strategies:** HR teams can develop innovative flexible workplace strategies that could include flexible schedules, job-sharing, and telecommuting.
- **Automated HR Processes:** HR teams can also automate many HR processes, such as attendance management, payroll processing, and others.
- **Digital Hiring and Recruiting:** HR teams can use digital tools to hire and recruit remotely, and assess the applicants using artificial intelligence capabilities.
- **Continuous Learning and Career Growth:** Online learning platforms can be used by employers to provide continuous learning opportunities and career growth to its employees.
- **Employee Wellness Programs:** HR teams can develop online wellness programs tailored specifically for remote workers.
- **Employee Retention Strategies:** HR can also utilize technology to enhance employee retention strategies, as well as engagement and motivation for remote employees.

### 3. PROPOSED MODEL

The ongoing global pandemic has enforced the work from home environment on many companies and industries. Multinational Corporations (MNCs) have also had to shift to remote working, which requires effective Human Resource Management (HRM). Despite the challenges posed by this new working arrangement, a strong HRM system can ensure a successful transition to the work from home environment. MNCs should first look to review their existing HRM policies, notably the job roles, objectives, responsibilities, and the performance management system. Having defined and clearly outlined job roles help to ensure that tasks are well distributed, and everyone is held accountable for their assigned work. Additionally, the review should identify which processes can be automated or digitized, such as payroll and attendance, and which can be effectively managed remotely. One of the main focuses of HRM should be to promote a sense of teamwork and engagement. Employers can build a team-oriented culture by encouraging team collaborations and the sharing of ideas. Furthermore, the implementation of employee reward and recognition programs can help to boost motivation and morale. Other important considerations include, but are not limited to, implementing

precise policies and processes that define how employees should record their working hours, initiate adequate measures to secure confidential data, and making sure that the employees have all the necessary tools and equipments to work from home efficiently. Ultimately, the HRM of a MNC needs to be well-structured, transparent, and measurable in order to ensure the seamless transition into the work from home environment. As long as the company is open and proactive in communicating with the employees, they should be able to successfully navigate this new working arrangement. Human Resource Management (HRM) is an important part of any MNC company, as it is responsible for managing the workforce efficiently to ensure the success of the business. This is especially true in the current remote work environment, as HRM must still be held accountable for its actions and decisions, despite the changing landscape. This essay will discuss the functional workings of HRM in the remote work environment and outline some of the challenges and opportunities that exist for MNCs when managing their workforce remotely. The main function of HRM is to ensure that the right people are hired and retained in order to achieve the company's desired goals and objectives. The functional block diagram has shown in the following fig.1

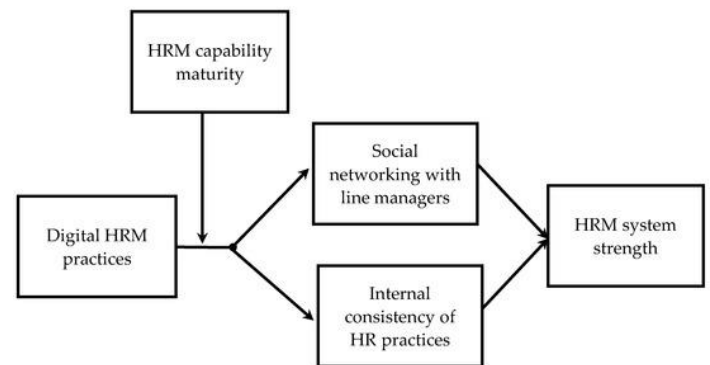


Fig.1. HRM Practices

This includes recruiting, assessing, and selecting the best candidates to fulfill each job role. Additionally, the HRM team must ensure that employee performance is monitored and measured to ensure that they are meeting the company's expectations. They must also ensure that employees receive due recognition and promotions when appropriate. In the remote work environment, this can be challenging as the physical contact is limited and it is often more difficult to determine how employees are performing. Therefore, HRM must rely more heavily on digital and remote tracking of performance, as well as relying on employee feedback to ensure that performance is being monitored and improved. HRM must also lead the way when it comes to developing effective policies and procedures for working remotely. This means ensuring that all employees have the appropriate instructions and guidance when it comes to logging in, accessing the necessary systems and tools, and understanding the HR policies in place to support remote working. It is also important that the HRM team stays up-to-date on any changing legal requirements or industry-specific regulations that may impact remote working and takes necessary steps to ensure compliance. Finally, HRM must play a key role in fostering a healthy and positive work environment for all remote employees. This requires providing the team with the support and resources

needed to remain productive in their work, as well as enabling regular, team-building activities and other initiatives that promote work-life balance and wellbeing amongst the remote team. Overall, human resource management is an important part of any MNC company, and its continued wellbeing is especially critical in the remote work environment. By being proactive and focusing on recruiting and retaining the best talent, developing and adhering to the necessary policies, and providing the tools and support employees need, HRM departments can ensure that the company's workforce is an asset to the business rather than a liability. Human resource management is an umbrella term for numerous important activities in a multinational company's (MNC) operations, particularly when operating in a Work from Home environment. The principles of managing a business as an MNC have changed drastically from traditional onsite working. In order to remain successful, MNCs must now expand their approach to human resource management or HRM beyond the physical office. The following outlines some key principles for effective HRM in a Work from Home setting:

- **Maintaining Human Connection:** HRM in a Work from Home environment requires the cultivation and maintenance of a positive work culture. This can be done through regular online meetings which promote collaboration and trust. Regular catch-ups between colleagues should be encouraged to allow for socialization and for individuals to feel connected.
- **Clear Communication:** Communication should be central to the HRM strategy for MNCs. Clear guidelines need to be established to ensure that employees understand their duties and know what is required of them. Lines of communication should also be open and clearly defined for both managers and team members.
- **Training and Development:** Effective training and development should be ongoing in order to ensure efficient operations. Keeping up-to-date with the latest technology and practices is essential to ensure MNCs can remain competitive in the market. Webinars and online classes can be used to provide employees with training opportunities and help them grow.
- **Work-Life Balance:** In order for employees to remain productive, effective HRM must also promote a healthy work-life balance. Employers should be aware of the amount of work their remote employees can realistically handle and ensure that they offer the necessary resources and opportunity for rest.

By implementing these principles, HRM can effectively manage MNCs' operations in a Work from Home environment. With the right approach, businesses can continue to succeed and remain competitive in a global setting. The rise of multinational corporations over the last few decades has seen a shift in the way human resource management is approached. Managing remote employees in a work from home environment can be both rewarding and challenging. It requires deft management and a strategic approach to get the most out of remote employees. This essay will provide an overview of the key elements of human resource management in an MNC's work from home environment. First and foremost, it is important to recognize that while a work from home environment can be empowering and motivating for employees, it can also, due to its virtual nature,

sometimes be isolating. The flow diagram of the proposed model has shown in the following fig.2

Successful human resource management in an MNC's work from home environment must ensure that remote employee's feel supported and connected. This can be achieved by establishing a comprehensive communication platform which employees can access throughout their day. This platform should include options for both synchronous and asynchronous communications, such as Skype, video conferencing, and file sharing. Additionally, regular team building activities and online group events can help promote employee engagement and collaboration. In addition to providing a support network, effective human resource management in MNCs must consider unique job requirements and ensure that remote employees have the resources necessary to succeed in their jobs. This may include ensuring that employees have access to the required software and tools, providing guidance on development opportunities, and creating a clear chain of command for both management and employees to follow. Finally, establishing an efficient performance management system is crucial for assessing remote employee performance. When setting performance goals, it is important for MNCs to factor in the remote nature of the work from home environment. Establishing benchmarks and providing frequent feedback can help employees stay on track to reach their goals. Additionally, an effective performance management system should consist of incremental goal setting and corrective measures in order to ensure that employees feel motivated to improve their performance. In conclusion, successful human resource management in an MNC's work from home environment is a complex endeavor that requires strategic planning, comprehensive communication, and the establishment of an efficient performance management system. However, when done effectively, human resource management can create a positive work environment where employees feel connected and engaged, and can excel at their job.

#### 4. RESULTS AND DISCUSSION

The emergence of the COVID-19 pandemic during 2020 forced companies worldwide to completely restructure their work settings. As a result, many multinational corporations (MNCs) have had to adjust their Human Resource Management (HRM) policies in order to facilitate remote working. Consequently, MNCs must assess their HRM performance in order to ensure that the switch to working from home does not significantly affect employee performance and productivity. MNCs must first define the roles employees were previously occupying and how they fit within the organization. This exercise allows MNCs to analyze how well personnel can work in a remote setting, and it provides an initial assessment of employees' abilities to adjust to the new work setting. MNCs must also assess the ability of their managers to effectively manage personnel working in a remote environment, as this will require different approaches and techniques. Furthermore, communication should be reviewed to ensure that all members of the organization have access to necessary information and that they can contact one another with ease. In addition to monitoring employee performance, MNCs must ensure that their HRM policies are adjusted to meet the needs of employees in remote working environments. This includes providing flexible and tailor-made policies, such as training courses and appropriate health and safety requirements.

Moreover, reviews of job descriptions and job roles must also be conducted to ensure that business objectives can still be achieved in the new environment. Employee feedback is also essential in order to ensure that employees' needs can be addressed and met. Finally, performance-oriented analysis should be conducted. MNCs must set goals and benchmarks to measure individual and team performance when working from home. This requires accurate tracking of data regarding the amount of tasks completed the quality of tasks, and the amount of time taken to complete each task. The Table.1 shows the employee management

Table.1. Employee management (in %)

	Innovation Performance		
	M1	M2	M3
Gender	0.040	-0.069	0.040
Marital Status	0.010	0.059	0.049
Age	-0.099	-0.089	0.079
Semi-government Organizations	-0.049	-0.059	0.049
Education	0.099	0.059	0.089
Managerial Level	0.119	0.079	0.040
Present Org. Tenure	0.089	0.109	0.069
NHRM	0.188	0.000	0.030
OI	0.000	0.227	0.198
IC	0.000	0.000	0.000
NHRM × IC	0.000	0.000	0.000
R2	0.227	0.267	0.188
Δ R2	0.128	0.168	0.079

Additionally, organizations should create efficient processes and management tools to ensure effective oversight of employees' performance in a remote setting. By conducting an analysis of their HRM performance and policies, MNCs can address the challenges of the current working environment and ensure that employees have the resources necessary to perform effectively while working from home. This will ultimately help organizations to remain productive despite the pandemic and meet their business objectives. Remote working has become popular in the last few years, and the corona virus pandemic has only accelerated the trend. Multinational corporations (MNCs) have fully embraced this revolutionary way of working and are now reaping the rewards. However, managing workforces across different countries poses its own set of unique challenges. This paper will explore the current and potential best practices for optimizing human resource management (HRM) for MNCs in a Work from Home (WFH) environment. The first step is to ensure that all employees have the tools and training they need to be successful. In addition to the physical resources, such as laptops and stable internet connections, each employee should be provided with the necessary information and support to do their job optimally. This includes clearly defined job roles and responsibilities as well as rules and regulations from the company and the local government. Training and support should be provided both virtually and in

person when possible, in order to ensure success. Another important alignment is between staff needs and company goals. Employers should create a culture of communication and collaboration that ensures individuals have the support they need to optimize their working hours. The Table.2 shows the resource management

Table.2. Resource management (in %)

	Organizational Innovation	
	M4	M5
Gender	-0.020	0.030
Marital Status	0.030	0.040
Age	0.020	0.010
Semi-government	-0.020	0.040
Education	0.030	0.049
Managerial Level	0.049	0.010
Present Org. Tenure	0.020	0.049
NHRM	0.257	0.277
OI	0.000	0.000
IC	0.000	0.287
NHRM × IC	0.000	0.119
R2	0.326	0.336
Δ R2	0.247	0.099

## 5. CONCLUSION

The purpose of human resource management for multinational companies during the Work from Home (WFH) era is to ensure that employees are supported and engaged in the organization's operations. Employees need to be in contact and supported so as to feel connected and not isolated. Therefore, WFH teams need to ensure they foster relationships through collaboration platforms, virtual team meetings, and recognition incentives. First and foremost, organizations need to encourage collaboration and trust among employees within the WFH environment. This can be done through a video platform for weekly meetings. These meetings should integrate a way for employees to share information, as well as a channel for voicing their concerns. As for recognition, companies can roll out incentives to recognize outstanding participation or results achieved. This adds to a feeling of appreciation and value to the WFH working arrangement. Second, MNCs need to consider how best to manage leave arrangements and security of employee data during these times. Leave policies should be appropriate so as to accommodate different family needs and situations. As for data security, timely remote maintenance is essential to prevent potential system breakdowns and data leakage. Finally, the WFH environment presents unique challenges, such as stress reduction, work-life balance, and loneliness. As such, employers need to introduce policies that focus on mental health and well-being, such as frequent check-ins with managers and career counseling sessions to deal with work stress. To add to this, companies must also

ensure enough vacation time for employees to truly relax, decompress, and recharge. To summarize, human resource management for MNCs in WFH environments needs to prioritize team collaboration, data security, and employee wellness. This is to ensure that teams can stay productive and connected during an otherwise difficult period.

## REFERENCES

- [1] S.A. Ansari, "Gender Difference: Work and Family Conflicts and Family - Work Conflicts", *Pakistan Business Review*, Vol. 13, No. 2, pp 315-331, 2011.
- [2] N.J. Allen and J.P. Meyer, "Family Supportive Work Environment: The Role of Employers", *Journal of Vocational Behavior*, Vol. 58, pp. 414-435, 2000.
- [3] S. Garg, "A Review of Machine Learning Applications in Human Resource Management", *International Journal of Productivity and Performance Management*, Vol. 71, No. 5, pp. 1590-1610, 2022.
- [4] G. Bhardwaj, "An Empirical Study of Artificial Intelligence and its Impact on Human Resource Functions", *Proceedings of International Conference on Computation, Automation and Knowledge Management*, pp. 47-51, 2020.
- [5] H. Balouei Jamkhaneh and R. Shahin, "The New Concept of Quality in the Digital Era: A Human Resource Empowerment Perspective", *The TQM Journal*, Vol. 34, No. 1, pp. 125-144, 2022.
- [6] A. Usman and H. Wirawan, "The Effect of Human Capital and Physical Capital on Regional Financial Condition: the Moderating Effect of Management Control System", *Heliyon*, Vol. 7, No. 5, pp. 1-16, 2021.
- [7] N.B. Moussa and R. El Arbi, "The Impact of Human Resources Information Systems on individual innovation capability in Tunisian companies: The Moderating Role of Affective Commitment", *European Research on Management and Business Economics*, Vol. 26, No. 1, pp. 18-25, 2020.
- [8] S. Hamouche, "Human Resource Management and the COVID-19 Crisis: Implications, Challenges, Opportunities, and Future Organizational Directions", *Journal of Management and Organization*, Vol. 45, pp. 1-16, 2021.
- [9] C. Ouyang and W. Qin, "Overcoming Liabilities of Origin: Human Resource Management Localization of Chinese Multinational Corporations in Developed Markets", *Human Resource Management*, Vol. 58, No. 5, pp. 543-561, 2019.
- [10] K.K. Ng and Z.X. Yang, "A Systematic Literature Review on Intelligent Automation: Aligning Concepts from Theory, Practice, and Future Perspectives", *Advanced Engineering Informatics*, Vol. 47, pp. 101246-101257, 2021.
- [11] P. De Wilde, "Ten Questions Concerning Building Performance Analysis", *Building and Environment*, Vol. 153, pp. 110-117, 2019.
- [12] V.N. Amrutha and S.N. Geetha, "A Systematic Review on Green Human Resource Management: Implications for Social Sustainability", *Journal of Cleaner Production*, Vol. 247, pp. 119131-119145, 2020.
- [13] M. Resman and N. Herakovic, "A New Architecture Model for Smart Manufacturing: A Performance Analysis and Comparison with the RAMI 4.0 Reference Model", *Advances in Production Engineering and Management*, Vol. 14, No. 2, pp. 153-165, 2019.
- [14] A.S. Adikaram, "Battling COVID-19 with Human Resource Management Bundling", *Employee Relations: The International Journal*, Vol. 43, No. 6, pp. 1269-1289, 2021.