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The Effects of COVID-19 Pandemic on Business Areas and Post COVID-19 Management Trends

COVID-19 Pandemisinin İş Alanları Üzerine Etkileri ve Post COVID-19 Yönetim Eğilimleri

Alpaslan Doğan*

Abstract: The world has faced a crisis that severely shook all its mechanisms and established order, and this crisis, called the COVID-19 pandemic, has shown that almost all known systems and familiar methods do not work. The aim of this research is to reveal the effects and trends of the COVID-19 pandemic, which is one of the serious crises in modern human history due to its global and multidimensional effects, on organizational management. In the study, secondary type open data obtained as a result of official statistical data, reports and research of national and international organizations were used, and the trends regarding the expected permanent changes in organization management after the COVID-19 pandemic were investigated by projection and interpolation methods. With the COVID-19 pandemic, it is suggested that some concepts that were brought to the agenda or that were ignored or not noticed before the crisis may become permanent prominent trends. In addition, it is predicted that some trends applied before the pandemic will become more prominent in the Post COVID-19 period and some trends may have less orientation. In the Post COVID-19 period, managements can be expected to create healthy and renewed physical work areas, green jobs, improved human relations, healthy, natural and flexible organizational structures. In the Post COVID-19 pandemic period, sustainability, flexibility, green jobs, back to nature, more organic and healthy organizations, more intensive use of technology, empathic communication, health improvement and crisis management mechanisms, strategy revision, and different and effective approaches in supply chain management are predicted to be permanent and valid concepts for leaders and managements. On the other hand, approaches such as globalism, discrimination and focusing only on making money can be expected to be questioned.

Structured Abstract: With the COVID-19 pandemic, it has become important expectations for managements of all sizes and types to reveal new methods and management trends during and after the crisis. What these trends might be is the main problem that this study seeks to answer. However, this research aims to reveal the effects and trends of the COVID-19 pandemic on organizational management. In the study, secondary type data obtained as a result of official statistical data of national and international organizations, reports and research were used, and the trends regarding the permanent changes expected after the COVID-19 pandemic in organizational management were investigated by projection and interpolation methods. With the COVID-19 pandemic, it is asserted that some concepts that were brought to the agenda or were ignored or not noticed before the crisis may become permanent prominent trends. In addition, it is predicted that some trends applied before the pandemic will become more prominent in the Post COVID-19 period and some trends may have less direction.

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With the COVID-19 pandemic, it was seen that old paradigms and business habits do not work, and the COVID-19 pandemic has put human civilization to an extremely serious test in all aspects. The first message of this test is that managements and managers should be more prepared for similar crises and unpredictable situations. New and changing conditions trigger and even force new forms of behavior, and ignoring these new and changing conditions can be considered one of the important managerial mistakes.

The COVID-19 pandemic can be said to have multidimensional effects on organization management at various degrees. This study, which examines management trends that may become permanent and established in the Post COVID-19 periods by investigating the effects of the current COVID-19 pandemic period on business sectors and the reactions to these effects, is considered important in terms of determining Post COVID-19 management trends in order for organizations to maintain their activities in a healthy way during and after COVID-19.

According to the findings, management trends expected to increase permanently during Post COVID-19 period are: New business processes: Intensive use of technology, flexibility and green jobs can become prominent in business processes and operations. Flexibility: While it applies to areas directly related to the organizational structure, such as organization, hierarchy, leadership, business processes, supply chains, and delegation of authority, it is expected to trend in the form of flexible working, out-of-office working and other working time arrangements. Contracts: It is thought that there may be a tendency towards contracts that are flexible, indexed to local currencies, relatively short-term, alternative contracts. Supply chain management: Increased flexibility, development of emergency plans, use of more effective technology (such as e-supply channels) are among the applications that can be expected. Control function: It is envisaged that the monitoring of the health status of other stakeholders, especially the employees, and the inclusion of hygiene and health measures. Technology: e-applications, information technologies, robotics and automation technologies may become widespread. Strategy revision: The corporate strategies are envisaged to be revised within the framework of complex conditions. Emergency procedures and business continuity: Creating business models that encourage resilience, inclusiveness and sustainability, and make the most of technological and digital opportunities, ensure business continuity in emergencies, are trends that can become prominent. Sustainability: In addition to ecological and economic sustainability, it is predicted to be valid for all other organizational activities. Working hours: Significant changes in working hours and working patterns can be expected. Back to nature: It is anticipated that there will be a transition trends towards sustainable consumption and production, green and decent jobs and greener and more sustainable economies. Physical areas: Especially, they will need to rearrange their work environments and permanently redesign them in line with pandemic trends. More organic and healthy organizations: It is observed that strong and sustainable financial structures, more natural, healthy and organic bodies, natural and healthy organizational structures with flexible/adaptive abilities may be important management trends in the Post COVID-19 period.

The most important message of the COVID-19 crisis may be that “established orders are now over, and managements are in a nonlinear, chaotic and probable universe”. It is thought that the most effective way out of this crisis depends on the managements finding new methods, approaches and ways. To achieve this, management and managers must have new paradigms. It will become more important criteria for managers to be more equipped, flexible, visionary, empathetic, innovative and entrepreneurial. It is predicted that classical and static management understanding and methods will not be effective for the new period.

Although multifaceted academic studies have begun during the COVID-19 pandemic process, it is thought that much more studies are necessary to understand this "civilization crisis", which is still ongoing and has not yet been estimated how long it will last. Despite this, it was observed that the studies on management science for the pandemic period are relatively insufficient, and it is thought that with further studies on this subject, important data can be provided for the subsequent crisis processes.

For humanity in general, it is thought that first of all, emphasizing green and nature peace, sustainability, responsibility, cooperation, efficiency of resources, clean energy, empathy, goodness and health, and yet avoiding trends such as pragmatism, separatism, prioritizing money making despite everything may be beneficial for all parties.

In the period after the COVID-19 pandemic, it can be expected that globalism, supply chain management, public administrations, social and supportive activities, crisis management mechanisms, environmental issues in all dimensions, use of resources, working patterns, management understandings,

activities and success criteria will be subjected to a fundamental inquiry on all areas related to civilization, and significant changes in these aspects may occur.

It is thought that this study can provide benefits, especially for managements and managers, to other employees and business people, researchers and academicians, to draw attention to the management trends that are changing and expected to become permanent and to adapt to these new trends and to seek new methods.

Keywords: Management, Business, Post COVID-19 management, Management trends, Post COVID-19, COVID-19.

Öz: Dünya, tüm mekanizmalarını ve kurulu düzenini şiddetle sarsan bir krizle yüzleşti, COVID-19 pandemisi olarak adlandırılan bu kriz, neredeyse bilinen tüm sistem ve bilindik yöntemlerin işe yaramadığını göstermiştir. Modern insanlık tarihinde, küresel ve çok boyutlu etkileri nedeni ile ciddi krizlerden birisi olan COVID-19 pandemisinin organizasyon yönetimi üzerindeki etki ve eğilimlerinin ortaya konulması, bu araştırmanın amacını oluşturmaktadır. Çalışmada, ulusal ve uluslararası kuruluşlara ait resmi istatistik veriler, rapor ve araştırmalar sonucunda elde edilen ikincil tür açık verilerden yararlanılmış, projeksyon ve interpolasyon metotları ile organizasyon yönetimlerinde COVID-19 pandemisi sonrasında beklenen kalıcı değişimlere ilişkin eğilimler araştırılmıştır. COVID-19 pandemisi ile beraber, gündeme gelen veya kriz öncesinde önemsenmeyen ya da dikkat çekmeyen bazı kavramların kalıcı olarak öne çıkan eğilimler haline gelebileceği ortaya konulmaktadır. Ayrıca pandemi öncesinde uygulanmakta olan bazı akımların Post COVİD-19 döneminde daha fazla öne çıkacakları bazı akımların ise daha az yönelime sahip olabilecekleri öngörülmektedir. Post COVİD-19 döneminde yönetimlerden; sağlıklı ve yenilenmiş fiziksel iş alanları, yeşil işler, iyileştirilmiş insan ilişkileri, sağlıklı, doğal ve esnek örgütsel yapıları oluşturmaları beklenebilir. COVID-19 pandemisi sonrası dönemde liderler ve yönetimler için; sürdürülebilirlik, esneklik, yeşil işler, doğaya dönüş, daha organik ve sağlıklı organizasyonlar, daha yoğun teknoloji kullanımı, empatik iletişim, sağlığa yönelik iyileştirme ve kriz yönetim mekanizmaları, strateji revizyonu ve tedarik zinciri yönetiminde farklı ve etkin yaklaşımların kalıcı ve geçerli kavramlar olacağı öngörülmektedir. Buna karşın küresellik, ayrımcılığın, sadece para kazanmaya odaklılık gibi yaklaşımların sorgulanmaları beklenebilir.

Anahtar Kelimeler: Yönetim, İşletme, Post COVID-19 yönetim, Yönetim eğilimleri, Post COVID-19, COVID-19.

1. Introduction

On 30 January 2020, the World Health Organization (WHO) announced that the new coronavirus (2019-nCoV) outbreak created the "Public Health Emergency of International Concern (PHEIC)" (World Customs Organization, COVID-19 WCO updates, 2020). On March 11, 2020, WHO identified and declared the new coronavirus disease (COVID-19) as an epidemic (International Maritime Organization, Coronavirus disease (COVID-19) Pandemic 2020). Pandemic can be defined as “an epidemic that transcends international borders and generally affects a large number of people worldwide or in a very wide area” (Kelly, 2011). COVID-19 is thought to be mainly spread from person to person (within a distance of about 6 feet≈1.83 cm) between people who are in close contact with each other. Moreover, it can be extremely spread and risky, as some people without symptoms can spread the virus (Centers for Disease Control and Prevention, How COVID-19 Spreads, 2020).

Although the pandemic can be viewed as a public health problem, it has enormous implications for business and economic, financial and monetary policy (Strategy + Business, 2020). This is because the spread of the coronavirus has put the entire world in an unprecedented situation, causing travel restrictions and border closures to slow the spread of the disease and reduce its effects. As a result, transportation centers and systems were affected, ports were closed, border entry and exit of transportation vehicles were stopped (International Maritime Organization, Tackling COVID-19-a voyage together, 2020). Therefore, the global outlook has become extremely uncertain in many ways. The COVID-19 pandemic has triggered almost the most serious economic recession in a century and has greatly damaged people's health, jobs and well-being (Organization for Economic

Co-operation and Development, The world economy on a tightrope, 2020) and also caused great personal, global, economic and social losses. In the face of such losses, it has created a new set of acute shocks to seemingly sound principles and jobs that classic business models don't work, which have guided thinking for decades. This shock emerged as a supply and demand shock and had paradoxical consequences (Strategy + Business, 2020) and as of its effects, it has become "the biggest crisis humanity has faced since World War II (United Nations Environment Program, UNEP Statement on COVID-19, 2020).

Unpredictable and deadly, the novel coronavirus epidemic, which has been said to have been unprecedented for more than a century, has caused 36 million confirmed cases of infection (Figure 1) and more than 1 million deaths (Figure 2) as of 10 October 2020 (World Health Organization, WHO Coronavirus Disease (COVID-19) Dashboard, 2020). Moreover, it is seen that the pandemic continues to maintain the rate of increase in both the number of deaths and cases (Figure 1 and Figure 2).

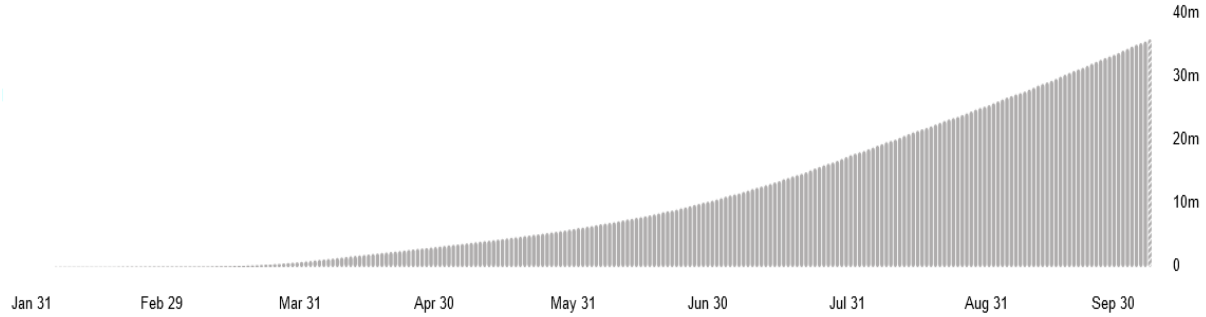


Figure 1: Global course of the number of cases in the COVID-19 outbreak, Jan 2019-Sep 2020. World Health Organization, WHO Coronavirus Disease (COVID-19) Dashboard, 2020. https://covid19.who.int/.

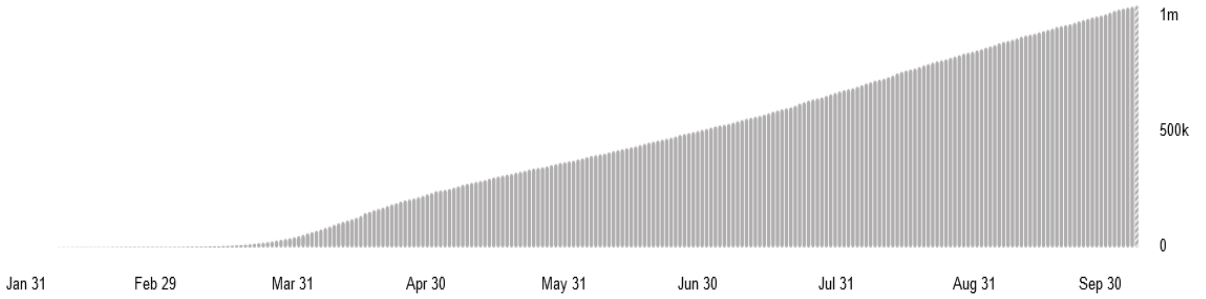


Figure 2: Global course of deaths in the COVID-19 outbreak, Jan 2019-Sep 2020. World Health Organization, WHO Coronavirus Disease (COVID-19) Dashboard, 2020. https://covid19.who.int/.

Although the COVID-19 epidemic is the decisive global health crisis of our age, its wide-ranging social, economic and multi-dimensional effects are thought to be felt in every corner of the world for a while. Measures to include the spread of COVID-19 lead to reduced demand, combating service sectors, falling commodity prices and losing millions of workers' jobs, pushing people into unemployment and poverty. Trade is expected to fall sharply in every region of the world and in all sectors of the economy. So much so that in 2020, global freight transport volumes may decrease by more than a third compared to the pre-COVID-19 period estimates (United Nations Economic Commission for Europe, Joint UN call for smooth transit and transport facilitation to and from landlocked developing countries, 2020). On the other hand, COVID-19 causes people to suffer by deeply affecting social well-being. Beyond the immediate effects on health, jobs and income, the

epidemic increases people's fears and anxieties, affecting their social relationships, their trust in other people and organizations, their personal safety and sense of belonging.(Organisation for Economic Co-operation and Development, Protecting people and societies, 2020).

It is stated that in the time since the emergence of COVID-19, the general trend regarding how the post epidemic world will be, will be different. Some say it will end globalization, while others hope it will usher in a new era of global cooperation. And yet others think it will undermine free trade and lead to regime change in various countries or all of the above (Council on Foreign Relations, 2020). However, what is certain is that, over the time we are in, humanity has not yet achieved an effective measure and successful result against the COVID-19 pandemic, and the epidemic continues its seriousness and destructiveness with increasing severity. In the words of a senior public executive who stated the seriousness of the COVID-19 pandemic, "the truth is that this virus has made us kneel" (Holpuch, 2020) and plunged the world into an "unprecedented crisis" (Chan, 2020).

2. Material and method

The data and materials used have been obtained from international and national official authoritarian organizations. The aforementioned data are secondary types of data and are in the form of official reports, research and statistical information that are made available for open access. In the study, firstly, the effects of the COVID-19 pandemic on global business sectors were investigated, and the future trends were tried to be revealed by projection and interpolation methods in line with the reactions and methods applied in response to these effects.

3. Sectorial effects of the COVID-19 pandemic

The global COVID-19 pandemic, which causes unimaginable destruction and problems, is predicted to almost completely halt lifestyles, as well as cause deep and lasting economic and social consequences in every corner of the world (United Nations Environment Program, COVID-19: Four Sustainable Development Goals that help future-proof global recovery, 2020). It is a natural and expected result that business sectors suffer from the multidimensional and paradoxical negative effects of the pandemic.

3.1. Sectorial effects of the COVID-19 pandemic

While COVID-19 transmission statistics differ between countries and regions, the profound economic consequences of the health crisis are indisputable. While all businesses are affected at different levels, micro, small and medium-sized businesses are adversely affected worldwide, including geographical regions that are not (yet) affected by the virus much. Measures such as pandemic prevention actions and quarantines have had devastating consequences for business operations and disrupted many existing local and international value chains. Dramatic decline in business sales and increasing difficulty in accessing inputs have led companies to face difficulties on both the demand and supply sides (International Trade Centre, Quantifying the effect of COVID-19 on small business around the World, 2020). In this case, there has been a serious risk of closure for businesses that are under double envelopment. According to a study conducted by the International Trade Center, it has been revealed that one in four small businesses in developing countries may shut down permanently due to the COVID-19 crisis (United Nations International Trade Center. Quantifying the effect of COVID-19 on small business around the World, 2020). According to a study conducted by the International Trade Center (ITC) to reveal the impact of COVID-19 on small businesses, with data collected from more than 1,200 businesses in 109 countries on 20 April 2020, the crisis strongly affected the vast majority (60%) of businesses in all regions. Small businesses feel high risk in all regions, while African businesses are the most affected by region (three out of four companies are experiencing serious consequences) (International Trade Centre, Quantifying the effect of COVID-19 on small business around the World, 2020).

It was observed that two-thirds of micro companies were strongly affected by the crisis, compared with 42% of large companies. The impact on micro, small and medium-sized businesses is particularly severe as it is over-represented in sectors most affected by the crisis, such as accommodation and catering services or wholesale and retail services. In addition, the risk distributions of four micro, small and medium-sized enterprises that have the risk of permanent closure within the next three months as of April 2020 decrease as the size of the enterprise increases (Figure 3); in other words, the risk of closure increases as the scale of the enterprise decreases (International Trade Center. Quantifying the effect of COVID-19 on small business around the World, 2020). Indeed, small businesses are particularly vulnerable: they tend to have fewer assets and limited cash reserves to alleviate lockdown-induced liquidity woes.

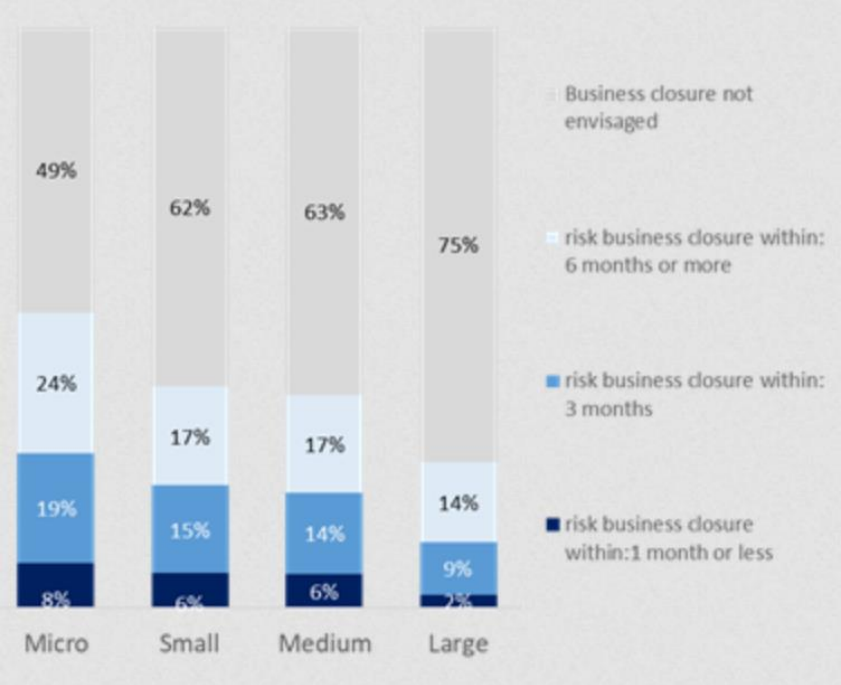


Figure 3: COVID-19 measures by universities. United Nations International Trade Centre, ITC calculations based on ITC Covid-19 Business Impact Survey, 2020. Data collected from 21-04-2020 to 04-05-2020. http://www.intracen.org/covid19/Blog/Quantifying-the-effect-of-COVID-19-on-small-business-around-the-world-the-world/.

3.2. Global trade effects

The COVID-19 pandemic is a multidimensional global crisis (World Trade Organization, COVID-19 and world trade, 2020) representing an unprecedented disruption in the global economy and world trade as it rescales production and consumption all over the world. For the first time since the Great Depression, both developed and emerging market economies are predicted to be in recession in 2020 and negative growth rates will be worse than previously predicted by the IMF's World Economic Outlook (International Monetary Fund, The Great Lockdown through a Global Lens, 2020).

According to the World Trade Organization (WTO), a decrease of 13% to 32% is expected for 2020 depending on the length of the limitation periods in large economies (World Trade Organization, Export controls and export bans over the course of the Covid-19 pandemic, 2020: World Trade Organization, Trade set to plunge as COVID-19 pandemic upends global economy, 2020). According to the IMF, a shrinkage of 8% in developed economies, 3% in developing

economies and 4.9% in the world economy is expected for 2020 (International Monetary Fund, World Economic Outlook Update, 2020). Globally, per capita income is projected to shrink in more than 170 countries. In addition, it is predicted that the crisis will cause a loss of 9 trillion USD from global GDP in the next two years (International Monetary Fund, The Great Lockdown: Worst Economic Downturn Since the Great Depression, 2020).

Although global production on the basis of sectors generally decreases, it is observed that service sectors have decreased more than the production of goods. The decline on a sectorial basis was higher in developing countries than in developing countries (Figure 4).

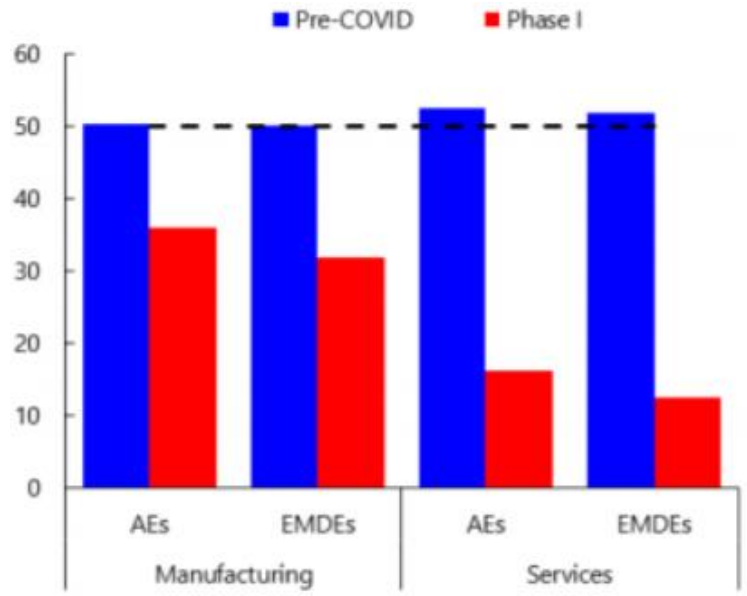


Figure 4: The change of the COVID-19 pandemic on the global manufacturing and service sectors. International Monetary Fund, Hit to services, 2020. https://blogs.imf.org/wp-content/uploads/2020/06/eng-great-lockdown-blog-june-11-chart-1-800x847.png.

The World Trade Organization's Commodity Trade Barometer reveals a serious decline in global commodity trade according to the latest trends in world trade. Although only electronic components (94.0) and agricultural raw materials (95.7) indexes remained below the trend (World Trade Organization, Goods Trade Barometer, 2020), automotive production and transportation sectors have faced serious pressure (Figure 5). In addition, there was a sharp contraction in world trade until the second quarter (World Trade Organization, WTO goods barometer flashes red as COVID-19 disrupts world trade, 2020). Automotive, clothing and footwear and computer and electronics sectors are among the sectors that are most exposed to the indirect effects of lockdowns abroad due to negative reflections along international value chains (International Trade Centre, Different sector different effect, 2020).

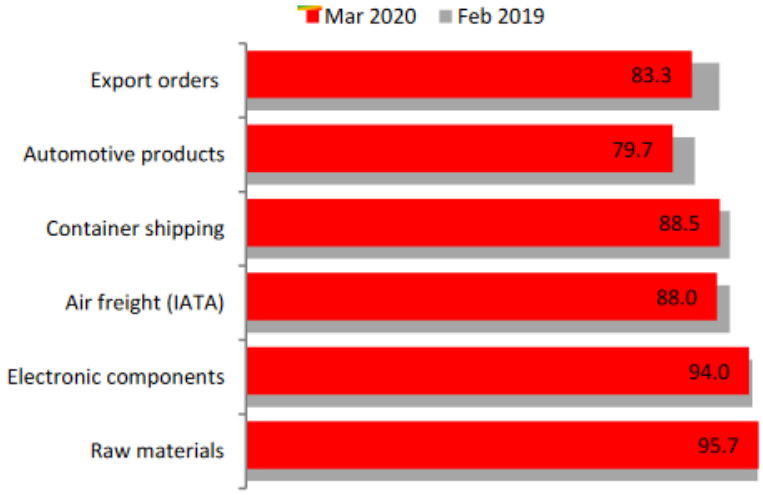


Figure 5: Global merchandise trade leading sectors, Mar. 2020-Feb. 2020. World Trade Organization, Goods Trade Barometer, 2020. https://www.wto.org/english/news_e/news20_e/wtoi_19may20_e.pdf.

When the expansion of the services sector is examined, there was a relatively little contraction in financial services, a stable course in the construction sector, while passenger transport and maritime transport showed the highest rate of decline (Figure 6). Global services PMI is generally in a downward trend (World Trade Organization, Services Trade Barometer, 2020). However, it can be predicted that the said sectors may shrink further in the future (Figure 6). Thus, United Nations Conference on Trade and Development estimates that cross-border investment flows will plunge by as much as 30% to 40% in 2020-2021 (United Nations Conference on Trade and Development, Investment Trends Monitor, 2020).

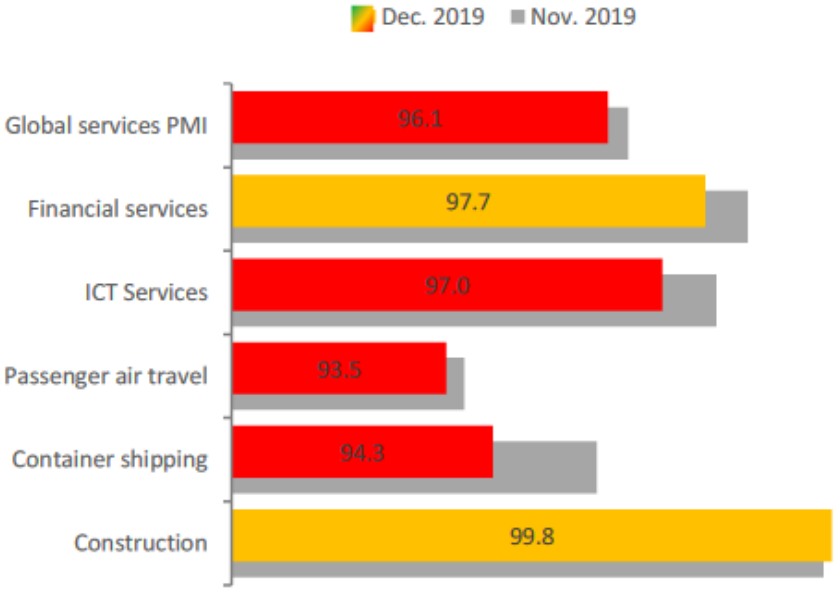


Figure 6: Global service trade drivers and the COVID-19 impact, Dec. 2020-Nov. 2020. World Trade Organization, Services Trade Barometer, 2020.
https://www.wto.org/english/news_e/news20_e/wtoi_11mar20_e.pdf.

3.3. Effects on the tourism sector

The COVID-19 crisis has significantly affected small businesses, especially in travel and accommodation services. Large portions of the hospitality, sports and leisure, personal services and retail sector are among the sectors most affected by partial or total lockdowns. Travel bans have directly damaged the travel and tourism industry (United Nations International Trade Center, Different sector, different effect, 2020). At the same time, millions of employees lost earnings or were fired due to a decline in the hospitality, retail and entertainment industry (The Brookings Institution, Low-wage workers are facing a housing crisis, 2020).

Along with the loss of 850 million to 1.1 billion tourists on a global scale in the tourism and accommodation sector, a loss of 910 billion to 1.2 trillion USD is expected in export revenues from tourism, while 100 to 120 million tourism workers are at risk (World Tourism Organization, Measures to Support Tourism, 2020). In 2020, the number of tourists dropped dramatically by 65%. Asia pacific region decreased the most, while the Americas saw the least decrease (Figure 7).

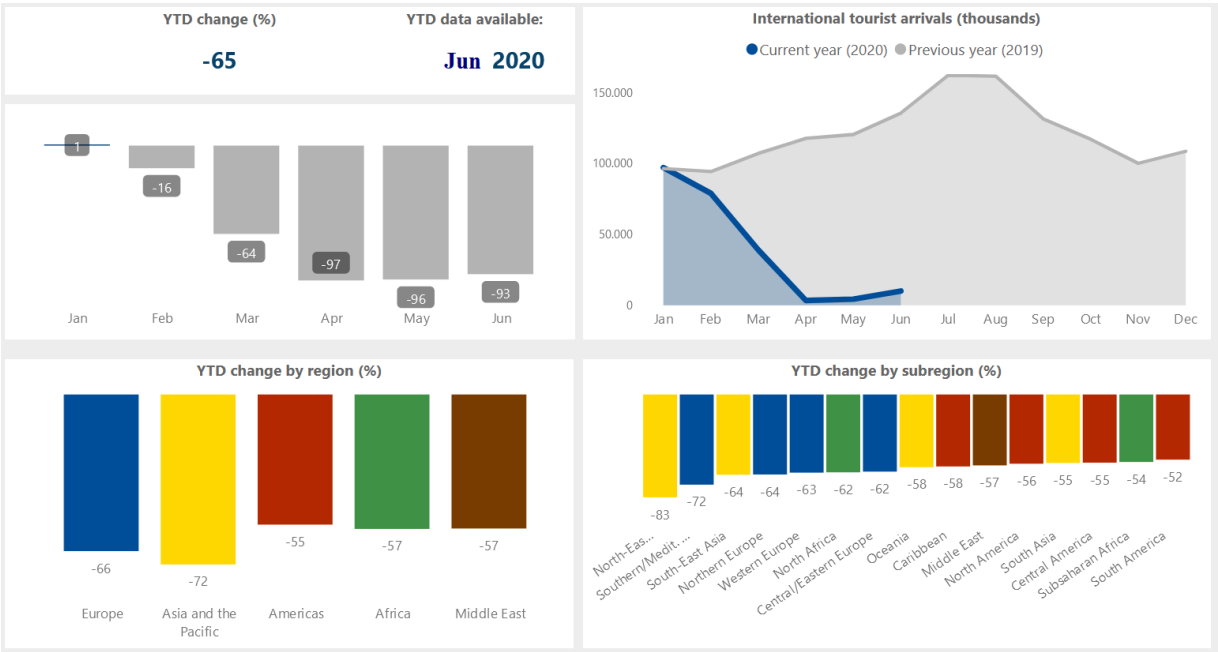


Figure 7: International tourism and covid-19. World Tourism Organization, International Tourism and covid-19, 2020. https://www.unwto.org/international-tourism-and-covid-19.

3.4. Effects on the education sector

COVID-19 pandemic has caused massive disruption of education in history, and has already had an almost universal impact on students and teachers around the world, from pre-primary to secondary schools to technical and vocational education and training institutions. Until mid-April 2020, from pre-primary to tertiary education in 200 countries, 94% of students worldwide (United Nations, Education during COVID-19 and beyond, 2020) and over 1.5 billion students and teenagers have been affected by school and university closures due to the COVID-19 outbreak (International Association of Universities, COVID-19: Higher Education challenges and responses, 2020).

According to a study published by the International Association of Universities in May 2020, while 1% of universities continued their normal education without any precaution against the COVID-19 outbreak, 59% stopped all campus activities and the institution was completely closed

(Figure 8). Universities, which make up 30%, are partially open, but continued to operate with significant deficiencies in measures (Marinoni, Land and Jense, 2020: 16).

On the other hand, concepts such as digitalization in education and digitally enhanced learning and teaching, open science, research, quality assurance, autonomy, funding and civic engagement bring both challenges and opportunities to educational institutions (European University Association, Covid-19 and universities, 2020).

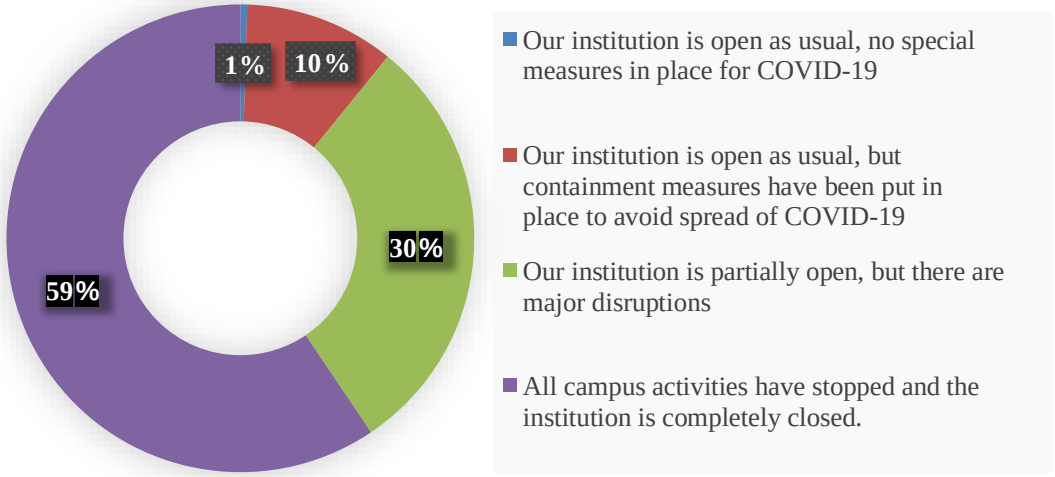


Figure 8: Effects of COVID-19 outbreak on universities (Marinoni, Land and Jense, 2020: 16).

3.5. Environmental effects

The COVID-19 pandemic can also be handled as an environmental problem. Coronaviruses are zoonotic, meaning they are transmitted between animals and humans and constitute 75% of all infectious diseases that occur. Threats to ecosystems and wildlife should be reviewed to prevent future outbreaks, including habitat loss, illegal trade, pollution and climate change (United Nations Environment Programme, Working with the environment to protect people, 2020). The pandemic has been a particular reminder that human health depends on the health of the planet. For example, a small increase in long-term exposure to PM2.5 leads to a large increase in the COVID-19 death rate. Despite the limitations inherent in ecological study design, the importance of the current level of air pollution to protect human health during and after the COVID-19 crisis is evident (Wu, Nethery, Sabath, Braun and Dominic, 2020).

The pandemic has a similar capacity to greatly weaken the global community, humanity, and all systems that make the planet habitable, and it has shown that poverty, hunger, health and well-being can be seriously threatened unless the global environmental threats are urgently addressed (United Nations Environment Programme, COVID-19: Four Sustainable Development Goals that help future-proof global recovery, 2020). The world will not be able to tolerate recurring disasters, whether on the scale of COVID-19, or triggered by the next pandemic or caused by environmental damage and climate change (World Health Organization, WHO Manifesto for a healthy recovery from COVID-19, 2020). On the other hand, the burden of disease attributable to the environment is high and persistent and equates to 13 million deaths each year, and more health problems stem from global conditions such as climate change and rapid urbanization (World Health Organization, Coronavirus disease (COVID-19) outbreak, 2020).

3.6. Effects on the workforce

There are also significant losses and risks for employees due to the COVID-19 outbreak (Inter Agency Standing Committee, Basic Psychosocial Skills A Guide for COVID-19 Responders, 2020). The cessation of business activities had serious and extensive effects on employment. Compared to the last quarter of 2019, there is a decrease of around 10.5% in global working hours, which represents a loss equivalent to 305 million full-time jobs (with the acceptance of a 48-hour working week) (United Nations Statistics Division, 2020). On the other hand, working hours lost in the first half of 2020 had a serious impact on employment. For example, 13.1% job losses in America and 12.9% in Europe and Central Asia (International Labor Organization, ILO Monitor: COVID-19 and the world of work, 2020) occurred.

Pandemic crisis affects working people disproportionately, not the same (The Brookings Institution, Will inequality increase among older Americans, 2020). According to the International Labor Organization (ILO) data, since the COVID-19 pandemic began, one in six young people have lost their job, and those who continue to work have decreased by 23%. The global epidemic affects young people more, and the rapid increase in youth unemployment since February 2020 has affected young women more than young men. The global epidemic harms young people in three ways. It not only destroys their jobs, but also disrupts their education and training, and puts major barriers to those trying to enter the labor market or move from one job to another (Uluslararası Çalışma Örgütü Türkiye Ofisi, 2020). Moreover, it is predicted that especially the structural decline in micro business employment will accelerate (The Brookings Institution, COVID-19 will accelerate structural declines in microbusiness employment, 2020).

The pandemic affects the workforce in different ways and severity with sectoral separation. Healthcare workers, for example, are at the forefront of the COVID-19 pandemic response and are therefore exposed to hazards that put them at risk of infection. Hazards can be expressed in the form of pathogen exposure, long working hours, psychological distress, fatigue, occupational burnout, stigma, and physical and psychological violence (World Healty Organization. Coronavirus disease (COVID-19) outbreak, 2020). Therefore, the workforce was also affected during the pandemic process, but this effect did not occur in constant severity and rate.

The short and medium-term impacts of COVID-19 are predicted to be particularly severe for the most disadvantaged and risky compounds that combine existing socio-economic divides (Organization for Economic Co-operation and Development, COVID-19: Protecting people and societies, 2020). According to the predictions of the International Labor Organization, it is stated that the the pandemic will cause higher unemployment, higher inequality, more poverty, higher debt levels and possibly higher levels of popular frustration and even anger in the business world (International Labor Organization, COVID-19 and the World of work, 2020). Young people, people of color and less educated seem to be the most vulnerable (The Brookings Institution, COVID-19 will transform the world, 2020).

In this environment of great uncertainty, millions more people are expected to fall into extreme poverty and the current poor to experience even deeper deprivation as a result of COVID-19. More than a billion jobs worldwide are under threat and more risk to many groups, many of whom work informally or are vulnerable (World Bank, A strong COVID-19 response, and a road to recovery, 2020).

4. Post COVID-19 management trends

Epidemics are both an independent business risk and a reinforcer of current trends and security vulnerabilities (World Economic Forum, This is the impact of the Coronavirus on business, 2020). COVID-19 has also demonstrated that governance failures can include inaction, excessive or futile actions by managements that are not ready to maintain or regain stability (World Economic

Forum, This is the impact of the Coronavirus on business, 2020). In addition, the pandemic has revealed that old paradigms and business habits do not work. Therefore, it can be said that the COVID-19 pandemic has various degrees of impacts and multidimensional effects on organization management.

4.1. New business processes

Existing business continuity plans appear to be unable to cope with the effects of a rapidly spreading epidemic, such as COVID-19, with unknown variables (PricewaterhouseCoopers Türkiye, 2020). Therefore, significant changes may be required in terms of flexibility, complexity, technology orientation, strategy revision, employee and financial strengthening in business processes. Therefore, it is inevitably necessary to create new business processes.

4.2. Flexibility

This virus creates complex effects such as both accelerating current strong trends (such as automation and inequality) and curbing trends (such as globalization) that have had tremendous momentum until recently (Strategy + Business, 2020) and unsettles the current established order. Increasing flexibility in the face of this paradoxical situation can be a solution to unpredictable events and sudden risks without symptoms. Although the strategies can give a chance to work in reasonable periods, it can be mentioned that the current thinking, strategic plans and strategy should be flexible to adapt to changing conditions (DuBrin, 2012: 138). In situations where there is little information and a lot of options, the degree of flexibility becomes important. While flexibility focuses on speed, it also emphasizes adaptability (DuBrin, 2012: 167). The modern approach to organization design consists of flexible networks and attaches importance to the interaction between technology and people (Luthans, 2011: 57). In other words, the more flexible an organization is, the stronger individual members should be and the more burdens they have to bear (Drucker, 1993: 368). On the other hand, competent and skilled employees are also needed to increase flexibility.

One of the important areas where flexibility can be applied in the management of the organization may be the flexible working order for the employees. Flexible working arrangements, if properly designed, give employees more freedom in when and where they can fulfill their job responsibilities. It also improves the productivity of employees under harsh conditions. Flexible working arrangements are particularly important where schools and workplaces are widely closed (United Nations International Children's Emergency Fund Türkiye, 2020). In order to increase flexibility in the working order: ensuring that employees are present at the workplace for less time, increasing physical distances, flexible and gradual work shifts, simplifying work processes, increasing remote service and access opportunities, and other exposure reduction measures can be implemented. In order to maintain operations or to meet fluctuating demands, it may be preferred to carry out the necessary operations with cross-trained workers in different jobs with reduced labor (U.S. Department of Labor Occupational Safety and Health Administration, Guidance on preparing workplaces for COVID-19, 2020). In the Post COVID-19 period, it is important to ensure flexibility in management, moreover, on a global scale.

4.3. Contracts

The coronavirus epidemic accelerates the need to be creative and develop new models. Therefore, it is necessary to review guaranteed, long-term lease and supply agreements as usual. For example, it appears that prepaid annual rents or a 10-year commercial lease contract may no longer be standard (The Brookings Institution, Innovation and hybridization in food and retail will expand, 2020). Similarly, the same is true for all contracts made in normal periods and under the usual conditions foreseen. The magnitude of uncertainty overturns established conditions. Contractual obligations were valid for some workplaces that were closed during the pandemic, and this created unfulfilled obligations. Moreover, this also applies to households. It is because during the pandemic

period, it has become almost impossible for many households to pay rent (The Brookings Institution, Low-wage workers are facing a housing crisis, 2020). Therefore, it is thought to be beneficial to prefer flexible, relatively short-term, local currency-indexed, alternative contracts rather than long-term, foreign exchange-indexed, guaranteed, rigid and non-reversible contracts.

4.4. Supply chain

Supply chains have been greatly damaged during the COVID-19 pandemic. Factors such as closed businesses and border gates, restricted customs procedures, and the disrupted global transportation system have particularly unsettled the global trade networks. Therefore, COVID-19 forces companies to restructure their supply chains (World Economic Forum, This is the impact of the Coronavirus on business, 2020). In this case, strengthening and diversifying supply chains and developing tighter supplier relationships will be important to enable companies to rebuild global supply and value chains interrupted by the COVID-19 crisis (World Trade Organization, What a recovery plan for Europe as result of COVID-19 needs, 2020). In addition, international buyers can apply voluntary standards to their suppliers to guarantee the safety of their products and protect their reputation among consumers. For this, small businesses will need to reorganize production lines, office space, call center operations, facility hygiene and other areas to meet these urgent demands (International Trade Centre, Supporting small businesses through the COVID-19 crisis and towards the future, 2020). In this respect, increasing flexibility in the management of the supply chain, developing emergency plans, using more and more effective technology (such as e-supply channels) can be considered among the applications that can be expected in the next period.

4.5. Control function

Control can be expressed as systematic processes that ensure the harmonization of organizational goals, success criteria, and plans with organizational activities for implementation (Eren, 2013: 339). Along with the pandemic period, the necessity of revising the control function has emerged. It has added to the control function to observe the health conditions of other stakeholders, especially the employees, and to take some hygiene and health measures. It is because administrative controls require action by the worker or employer. Changes in labor policy or procedures are required to reduce or minimize exposure to a hazard through administrative controls. For example, examples of administrative controls for SARS-CoV-2 could include (U.S. Department of Labor Occupational Safety and Health Administration, Guidance on preparing workplaces for COVID-19, 2020): Encouraging sick workers to stay at home. Minimizing communication among employees and customers by replacing face-to-face meetings with virtual communication and, if possible, implementing telework. Creating alternative days or extra shifts that reduce the total number of employees in a facility at a given time. Keeping them away from each other while maintaining a full working week. Stopping non-essential travel to places with COVID-19 outbreaks. Establishing emergency communication channels and plans for employees. Organizing up-to-date training for employees on COVID-19 risk factors and protective behavior (such as disease symptoms, etiquette and protective equipment) can be important actions.

On the other hand, in pandemic conditions, the frequency of some problems may increase in terms of controlling employee liabilities. While disturbances in normal business processes, controls and working conditions may give malicious individuals the opportunity to commit fraud, the chaos and uncertainty of the crisis can make many people rationalize bad behavior that may have been controlled by ethical codes (PwC Global, COVID-19: The potential of increased fraud and economic crime, 2020). In particular, effective but not pressurizing control mechanisms can be applied to work from home or activities in diluted workplaces. Flexible practices can be developed in audit activities, and the development and dissemination of self-control can also be of great benefit. Self-regulation can be defined as “self-control of units or individuals (Ertürk, 2013: 231). This self-regulation can become the predominant part of general control systems.

4.6. Technology

Technology can also be defined as “the technical tools used to turn inputs into outputs” (Koçel, 2020: 303) and all methods. Technology can be used to apply special structural arrangements to reduce the effect of uncertainty on various functions of an organization (Burnes, 2017: 100). Therefore, the use of technology is a factor that can be extremely beneficial in uncertainty, crisis and extraordinary situations. As a matter of fact, during the pandemic process, the important benefits of information technologies have been realized more effectively.

When the COVID-19 outbreak occurs, many individuals and households are using information and communication technologies to circumvent some of the obstacles they face to minimize disruptions and cope with their daily lives. Such as working from home, e-shopping or using the internet for learning activities (United Nations Statistics Division, 2020). Managements around the world encouraged employees to work from home whenever possible. Conducting video conference calls or using e-mail to carry out business meetings or perform tasks increased the use of technologies that perform these functions (Jones, Palumbo and Brown, 2020). This has shown the importance of the internet and e-commerce to reduce its impact not only on people's lives but also on economic activities, and consumers and businesses increasingly resort to online platforms increased e-commerce awareness (World Trade Organization, Helping MSMES navigate the COVID-19 crisis, 2020). As an indication of this awareness, the corporate communication platform DingTalk almost doubled its monthly active users in a quarter to reach 177 million (Mc Kinsey, 2020).

On the other hand, there are some difficulties in using technology. Although the realization of telework depends on preconditions such as employment regulation, working culture and compliance of ICT infrastructure (Gschwind and Vargas, 2019: 40), it can be expected that high-speed internet infrastructure investments and accessibility will increase (The Brookings Institution, The country will finally address the digital divide, 2020). In the Post COVID-19 period, it is deemed necessary for organizations to make new technological infrastructure investments for more and more intensive use of technology.

4.7. Strategy revision

The strategy emphasizes long-term existence, sustainable competitive advantage, and effective and efficient use of production resources (Ülgen and Mirze, 2007: 26). However, the uncertainty is expected to increase as the period determined for the strategy extends. In addition, although very well designed, plans may not always go as designed. An unpredictable disaster, even more unexpected than a meteor strike, like the COVID-19 outbreak, for example, could be waiting around any corner. Today, the level of complexity and uncertainty in almost every field, especially in management, is so extensive that it can only be expressed as a "probabilistic and chaotic environment" (Doğan, 2019: 269). In this case, it is necessary to review the strategies and take into account complex even chaotic situations.

The challenges posed by the COVID-19 crisis can be useful as a chance for managements to revise corporate strategies and operations. Managements must explore the opportunities offered by the green agenda and digital transformation, especially to rethink the balance between physical and virtual environments and processes (European University Association, The impact of the Covid-19 crisis on university funding in Europe, 2020).

4.8. Emergency procedures and business continuity

According to the World Health Organization, "This will not be the last epidemic". History shows us that epidemics are a fact of life. But when the next pandemic comes, the world should be ready - much more ready than this time (World Healty Organisation, WHO Director-General's opening remarks at the media briefing on COVID-19, 2020). This preparation can be carried out to

eliminate the risks that are not yet seen but will come, rather than the currently visible risk of COVID-19, and for this, extended and effective emergency procedures can be established. One of the effects of the COVID-19 pandemic is the unexpected disruption of business continuity. Emergencies can be updated to include health risks such as fire, earthquake and other natural disasters, as well as epidemics, as well as possibilities such as terrorism and attacks, which are implemented in most organizations. Contingency plans should ultimately also target business continuity, and other plans for business continuity should also be established. For example, in emergencies, alternative task distributions, communication alternatives, emergency decision-making guides and mechanisms can be developed.

For the overcome of the negative effects of the COVID crisis prepared by The International Trade Center, reorienting activities and resources can be of great benefit to implement prudent measures, reorganize operations and adapt business processes, optimize financial structure and cash flow, and ensure business continuity in times of crisis. It can also be effective to improve relationships by improving communication with stakeholders and employees. With the crisis overcome, creating business models that encourage resilience, inclusiveness and sustainability and make the most of technological and digital opportunities can be counted as very effective measures to ensure business continuity in emergencies (International Trade Centre. (2020). Supporting small businesses through the COVID-19 crisis and towards the future).

4.9. Sustainability

Sustainability can be expressed as the ability to meet today's needs without compromising the ability to meet future needs (T.C. Cumhurbaşkanlığı Strateji ve Bütçe Başkanlığı, 2020). Unsustainable production and consumption arise with brown financing, investments and lifestyle distinctions. Such practices have led to the depletion of natural resources, deterioration of ecosystems, resource-intensive and carbon-intensive economies and infrastructures, as well as environmental health problems and diseases (United Nations Environment Programme. COVID-19: Four Sustainable Development Goals that help future-proof global recovery, 2020). Therefore, sustainability will be important for the Post COVID-19 period (World Trade Organization, What a recovery plan for Europe as result of COVID-19 needs, 2020). Therefore, sustainability is extremely important not only in ecological and economic terms, but also for all other organizational activities. Especially in times of crisis, it can make great contributions to fulfilling the obligations, ensuring cash flow, sustaining production and overcoming crises with minimal damage.

4.10. Working hours

One of the most effective methods of combating the pandemic is the measures aimed at reducing people's contact with each other and increasing their physical distance. This also applies to workplaces where people work for long periods, often in closed environments and at relatively close distances. Flexible working hours or working from home have been effectively implemented for workplaces and have become the new order for many. Two main trends stand out in working hours. The first can be implemented in the form of flexible working hours. Flexible working hours is "the ability of employees to arrange their working hours themselves, on the condition that they fill their weekly working hours" (Robbins and Judge, 2013: 246). Flexible working hours can only be used in situations where employees need to work from the workplace and it is not possible or efficient to work remotely using information technologies. Another major trend is the practice of working from home. Although working from home can be defined as “working with a computer connected to the workplace at least two days a week” (Robbins and Judge 2013: 226), this definition seems more appropriate for the pre-crisis period. Today, it can be expressed as "working from a place other than the workplace with technological possibilities". In order for this method to be applied, it is necessary to have the necessary information technology infrastructure and to have a work structure suitable for working outside the office. On the other hand, it has been observed that these can be done in an

uncertain way and that some negative consequences can occur in the home or telework method, including the advantages and disadvantages related to working time, work-life balance, well-being, health and performance (Gschwind and Vargas, 2019: 70).

Another method may be to reduce the number of working days per week by organizing working hours. Accordingly, the four-day working week has been suggested as an application that can improve work-life balance and help the economy after the coronavirus outbreak (Toh, 2020). This working order, which had been implemented in some countries before the pandemic (Paul, 2019), has begun to be seriously demanded in some countries (Kentish, 2018). As a result of the observations and studies made in organizations that apply four days of working days a week, indicators such as stress level, work-life balance and loyalty to the company have improved significantly, while the productivity has not changed, even increased (Toplatent, 2019: Roy, 2018). Therefore, with the pandemic, it is an extremely strong expectation that habitual working patterns will also change. This expectation has started to emerge even now. Microsoft company, which enabled the majority of company employees to work from home during the pandemic process and decided not to open its offices until January 2021, decided that even when the COVID-19 pandemic is over, their employees will be permanently allowed to work freely from home (up to 50% of their weekly working time) and will practice a "hybrid workplace" (Page, 2020).

4.11. Back to nature

The methods adopted so far have led to the depletion of natural resources, deterioration of ecosystems, resource and carbon intensive economies and infrastructures, as well as environmental health problems and diseases. This pandemic has shown many of the weaknesses in our systems (United Nations Environment Programme, COVID-19: Four Sustainable Development Goals that help future-proof global recovery, 2020). Globally, approximately USD 400 billion is spent each year on the damaging effects of fossil fuels that trigger climate change and pollution. In addition, the real value of the cost, including private and social costs from health and other impacts from such pollution, as well as damage to the environment, is more than US $ 5 trillion per year. This amount is about 2,000 times what all governments around the world spend on healthcare and the World Health Organization's budget (World Health Organization, WHO Manifesto for a healthy recovery from COVID-19, 2020).

The attempt to profit by neglecting the protection of the environment, emergency preparedness, health systems and social safety nets has proven to be a false economy and is currently being paid for. The world will not be able to afford recurring disasters, whether on the scale of COVID-19, or triggered by the next pandemic, or caused by environmental damage and climate change (World Health Organization, WHO Manifesto for a healthy recovery from COVID-19, 2020). In the Post COVID-19 era, the trend of transition to sustainable consumption and production, green and decent jobs and greener and more sustainable economies will accelerate (United Nations Environment Programme, Working with the environment to protect people: UNEP’s Covid-19 response, 2020).

"Economic and clean energy, decent work and economic growth, industry, innovation and infrastructure, diminishing inequalities, sustainable cities and communities, climate change, peace, justice and empathetic cooperation" (United Nations Environment Programme, UNEP Statement on COVID-19, 2020) will be one of the prominent concepts after the pandemic. Indeed, the United Nations recommends that all relevant stakeholders, including managements and businesses, cooperate to address the global economic crisis with greener, more sustainable and financial reforms (United Nations Environment Programme, Working with the environment to protect people, 2020).

Structural transformations are also needed in the transportation sector for the realization of sustainable green economies (International Labour Organization & United Nations Economic Commission for Europe, 2020). The first examples of these transformations are: With the pandemic,

countries such as Italy and Spain, South Korea and New Zealand have started this practice with their targeting to green development as well as health (World Health Organization, WHO Manifesto for a healthy recovery from COVID-19, 2020). Many of the world's largest and most dynamic cities, such as Milan, Paris and London, are trying to improve their economic and quality of life by pedestrianizing the streets and extending the bicycle paths, providing "physical distance" transportation (World Health Organization, WHO Manifesto for a healthy recovery from COVID-19, 2020). Similarly, as a precaution to the COVID-19 pandemic, the municipal government in Beijing is trying to improve "physically distant" transport by adding three further cycle lanes to the existing bicycle highway (Beijing-Hong Kong-Macao Expressway Dujiakan Toll Station, 2020).

The COVID-19 pandemic could also be an opportunity for responsible consumption and production, reduced carbon emissions, renewable energy, green technology and sustainability (United Nations Environment Programme, COVID-19: Four Sustainable Development Goals that help future-proof global recovery, 2020). Therefore, more effective protection of the environment, spreading of green transportation and green jobs, making more efforts to reduce carbon and greenhouse gas emissions, namely "back to nature" will be one of the important trends of the post-pandemic. Back to nature can be effective not only in production mechanisms, but in all business and social areas and in all supply chains.

4.12. Physical areas

"The more a person interacts with others and the longer the interaction, the higher the risk of the spread of COVID-19" (Centers for Disease Control and Prevention, Social Distancing, 2020). Therefore, "limiting face-to-face contact with others" is the best way to reduce the spread of COVID-19 disease. Interpersonal distance, also called "physical distance," means leaving space between yourself and other people outside of your home. To practice physical distance, a distance of at least 6 feet (about 2 arms long) from other people should be maintained (Centers for Disease Control and Prevention, Social Distancing, 2020). For example, there are the legal obligations regarding the regulation of physical areas such as the number of people who can be at the workplace (including employees and customers) one person per 4 square meters (one person per 8 square meters for workplaces with no windows or doors opening directly) (T.C. Sağlık Bakanlığı, Ofis ve büro sisteminde faaliyet gösteren iş yerleri için kontrollü sosyal hayat çalışma rehberi, 2020), the distance between tables and chairs is at least 1 meter (preferably 2 meters) in closed areas at workplaces (T.C. Sağlık Bakanlığı. (2020). COVID-19 kapalı iş yeri/ofislerde alınacak önlemler, 2020), and transporting passengers at the rate of 50% of the passenger carrying capacity in public transport (T.C. Ulaştırma ve Altyapı Bakanlığı, 2020). With the said legal practices, it has become obligatory for business managements to limit their physical areas for the post-pandemic. Therefore, managements will need to reorganize their physical spaces, especially their work environments, and permanently redesign in line with pandemic trends. However, managements are expected to "bring closer social relations by further developing stakeholder relations, despite increasing physical distances". In other words, "more physical, less social distances" should be provided.

4.13. More organic and healthy organizations

As a result of COVID-19, an increasing inequality (asymmetry) in wealth is expected between individuals, countries, regions and generations. In addition, while people's belief in institutions and leaders is unsettled, differences and tendencies to conflict (polarization) increase with the COVID-19 pandemic (PricewaterhouseCoopers, COVID-19 accelerates the trends transforming our World, 2020). If these problems are considered as management problems, the concepts of universal perspective, integration, human rights, equality and innovation (United Nations Environment Program, Why do the Sustainable Development Goals matter, 2020) can be effective applications for solution.

It is important for all organizations of different scales to revise solidified structures, stretch their business processes and act in harmony. The organic organizational structure emphasizes adaptability and flexibility. Although organic organizations are defined as "flexible and adaptive structures with stratified layers instead of expertise and rigid hierarchy rather than mechanical systems with rigid hierarchies and stereotyped behavioral patterns (Burns and Stalker, 1961), with the pandemic much more advanced organization can be beneficial. Along with the creation of smart and flexible business processes and flexible and organic hierarchical structures, empathic communication that protects and prioritizes people and the environment, maintaining healthy business operation continuity, and supporting employees more (PricewaterhouseCoopers, COVID-19: Impacts to business, 2020) can be counted as the main issues to be fulfilled by both organizations and leaders.

The strategies that can be used by management for healthy business operations include: Allowing flexible workspaces (such as telework), allowing flexible working hours (such as incremental shifts), increasing physical spaces (such as a transition and departments) between employees and customers, implementing flexible meeting and travel options (such as postponing non-essential meetings or events), teleworking (eg phone, video or web) (U.S. Department of Labor Occupational Safety and Health Administration, Healthy Business Operations, 2020). A healthy organization requires a strong and sustainable financial structure that cares about the well-being and health of its stakeholders as well as the implementation of healthy business operations. As a matter of fact, with the pandemic, the importance of a sound and sustainable financial structure (World Trade Organization, Heads of WTO and development banks voice support for trade finance amid COVID-19 crisis, 2020) has been seen important. Therefore, more organic and healthier organizations will need to prepare their organization management for both the current pandemic process and the post-pandemic recovery period and later periods due to their strong and sustainable financial structures, more natural, healthy and organic structures and their flexible/adaptive abilities.

5. Conclusion and recommendations

With the COVID-19 pandemic, it has been seen that old paradigms and business habits do not work, and the COVID-19 pandemic has put human civilization to an extremely serious test in all aspects. The first message of this test was that managements and managers should be more prepared for similar crises and unpredictable situations. New and changing conditions trigger and even force new behavioral patterns: Ignoring these changing and new conditions can be considered one of the major managerial mistakes.

It can be stated that the COVID-19 pandemic has multidimensional effects on organization management at various degrees. In this study, which examines the effects of the COVID-19 pandemic period on the business sectors and the reactions to these effects, the management trends that may become permanent and settled in the Post COVID-19 periods were examined, and the data obtained from international and national official institutions were used. Determining Post COVID-19 management trends, which is the aim of the study, is considered important for organizations to continue their activities in a healthy manner in the Post COVID-19 period.

According to the findings, it is predicted that some trends increase their importance compared to the pre-pandemic situation (such as environmental awareness, technology, cooperation, flexibility, e-applications, sustainability) and may become even more important permanently. Nevertheless, it is observed that some management tendencies that were accepted as important before the pandemic (such as regular and static supply chains, strict hierarchies, physical structures, established work patterns, working hours and office environments) were questioned and some concepts were met with suspicion (such as globalism, inadequate emergency action plans, a focus only on profit making) with the pandemic. According to the findings, management trends expected to increase permanently during my Post COVID-19 period are:

New business processes: Flexibility in business processes is inevitably required to create new business processes due to significant changes in complexity, technology orientation, strategy revision, employee and financial empowerment. It is predictable that intensive use of technology, flexibility and green jobs will come to the fore in new processes and operations.

Flexibility: While it applies to areas directly related to the organizational structure, such as organization, hierarchy, leadership, business processes, supply chains and delegation of authority, it is expected to trend in the form of flexible working, out-of-office working and other working time arrangements.

Contracts: It is considered that preferring flexible, local currency-indexed, relatively short-term, alternative contracts will be among the new trends instead of long-term, foreign exchange-indexed, guaranteed, rigid and irreversible contracts.

Supply chain management: Increasing flexibility in supply chain management, developing emergency plans, using more effective technology (such as e-supply channels) can be considered among the applications that can be expected in the next period.

Control function: Flexible practices can be developed in audit activities, and the development and dissemination of self-control can also provide great benefits. In particular, effective but not pressurizing control mechanisms can be applied to work from home or activities in workplaces with less people. It is envisaged that the monitoring of the health status of other stakeholders, especially the employees, and hygiene and health measures will be included in the control function. It is also necessary to revise the labor policy or procedures to reduce or minimize the exposure to a hazard with administrative controls.

Technology: The use of technology is a factor that can be extremely beneficial in uncertainty, crisis and unusual situations. As a matter of fact, during the pandemic process, especially, the important benefits of information technologies have come to light, and it is expected that the use of technology will increase in the Post COVID-19 period. In its technological usage, e-applications, information technologies, robotics and automation technologies will become widespread. In addition, they may need to make serious technological investments for the managements.

Strategy revision: The challenges posed by the COVID-19 crisis can be seen by all stakeholders as an opportunity to revise corporate strategies and operations. Managements, in particular, should explore the opportunities offered by the green agenda and digital transformation to rethink the balance between physical and virtual environments and processes.

Emergency procedures and business continuity: With the COVID-19 crisis overcome, creating business models that encourage resilience, inclusiveness and sustainability and make the most of technological and digital opportunities are expected to be the main trends to ensure business continuity in emergencies.

Sustainability: With the expectation that the concept of sustainability gains more importance, it is predicted that it will not only apply ecologically and economically, but also for all other organizational activities.

Working hours: There may be two important trends in working hours and their regulation. The first is to work out of the office and the other is that employees can determine their working hours. Hybrid office-style work arrangements are expected to become widespread.

Back to nature: In the Post COVID-19 period, it is predicted that there will be trends in transition to sustainable consumption and production, decent jobs, and greener and more sustainable economies.

Physical areas: Managements will need to reorganize their physical spaces, especially their work environments, and permanently redesign them in line with pandemic trends.

More organic and healthy organizations: Strong and sustainable financial structures, more natural, healthy and organic organizational structures, natural and healthy organizational structures with flexible/adaptive capabilities are also predicted to be among the important management trends in the Post COVID-19 period.

The historical COVID-19 crisis experienced by human civilization has tested all mechanisms in social, economic, political, cultural, local, national and global terms and it is not possible to talk about any success so far. If "management is the top of every job", managements should learn from this historical "crisis of civilization" as a premise. The most important message of this "civilization crisis" may be that "established orders are now over and managements are in a chaotic and probable universe, not linear." The most effective way out of this crisis is thought to depend on managements to be able to find new methods, approaches and ways. To achieve this, management and managers must have new paradigms. It will become important criteria for managers to be more equipped, flexible, visionary, empathic, innovative and entrepreneurial. It is anticipated that classical and static management approaches and methods will not be valid for the new period.

Although multifaceted academic studies have begun during the COVID-19 pandemic process, it is thought that much more studies are required in order to understand this “civilization crisis”, which is still ongoing and hasn't been yet predicted how long it will last. Despite this, it has been observed that the studies on management science for the pandemic period are relatively insufficient, and it is thought that more studies are needed on this subject.

For humanity in general, it may be beneficial to prioritize issues such as peace with green and nature, sustainability, responsibility, cooperation, efficiency of resources, clean energy, well-being and health, and yet, to abandon the tendencies such as pragmatism, separatism, prioritization of making money despite everything, brown jobs, carbon emission.

In the Post COVID-19 pandemic period, it is anticipated that all areas related to civilization such as globalism, supply chain management, public administrations, social and supportive activities, crisis management mechanisms, environmental issues in all dimensions, use of resources, working patterns, management approaches, activities and success criteria, will be subjected to a multidimensional questioning and significant changes are required in these matters.

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