UNDERSTANDING HOW INDIVIDUALS AND ORGANISATIONS IN TURKEY ADAPT TO CHANGES AFTER THE COVID-19 PANDEMIC

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ÖZET

TÜRKİYE'DEKİ BİREYLER VE ŞİRKETLER, COVID-19 PANDEMİSİ'NİN GETİRDİĞİ DEĞİŞİME NASIL ADAPTE OLDU?

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Covid-19 pandemisi ile birlikte şirketler de ve bireylerin yaşam koşullarında çok fazla değişim meydana gelmiştir. Bu değişim zorunlu bir değişim olduğu için bir çok kişi ve firma genel geçer değişim yönetimi kurallarına uymadan çok hızlı bir şekilde yeni koşullara uymak zorunda kalmıştır. Bu çalışma, Covid-19 pandemisi döneminde Türkiye'de yer alan şirketlerin içerisinde olan değişim yönetimi ve çalışanlara etkisini ele almaktadır. Bu amaçla covid-19 ve değişim yönetimi gibi anahtar kelimeler tanımlanmıştır. Ayrıca, değişim yönetimi ve pandeminin etkisi de çalışma içerisinde yer almaktadır. Bu araştırmanın evrenini kamu ve özel sektörde çalışan bireyler oluşturmaktadır. Araştırma için belirlenen evrenin örneklem grubu olan örneklem çerçevesi basit seçkisiz örnekleme yöntemi ile belirlenmiştir. Veriler kamu ve özel sektörde çalışan toplam 396 kişiden toplanmıştır.

Anahtar Kelimeler: Covid–19 Pandemisi, Değişim Yönetimi,Uzaktan Çalışma,Organizasyonel Değişim

ABSTRACT

UNDERSTANDING HOW INDIVIDUALS AND ORGANISATIONS IN TURKEY ADAPT TO CHANGES AFTER THE COVID-19 PANDEMIC

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According to Covid-19 pandemic, there has been a lot of change in the living and working conditions of companies and individuals. Since this change is a compulsory change, many people and companies had to adopt with the new conditions very quickly without complying with the general change management rules. This study deals with the change management and its effect on the employees in the companies in Turkey during the Covid-19 pandemic period. For this purpose, keywords such as covid-19 and change management have been defined. In addition, change management and the effects of the pandemic are also included in the study. The universe of this research consists of individuals working in the public and private sectors. The sampling frame, which is the sample group of the universe determined for the research, was determined by the random sampling method. The data were collected from 396 individuals in the public and private sectors.

Keywords: Covid-19 Pandemic,Change Management,Romote Work,Organizational Change

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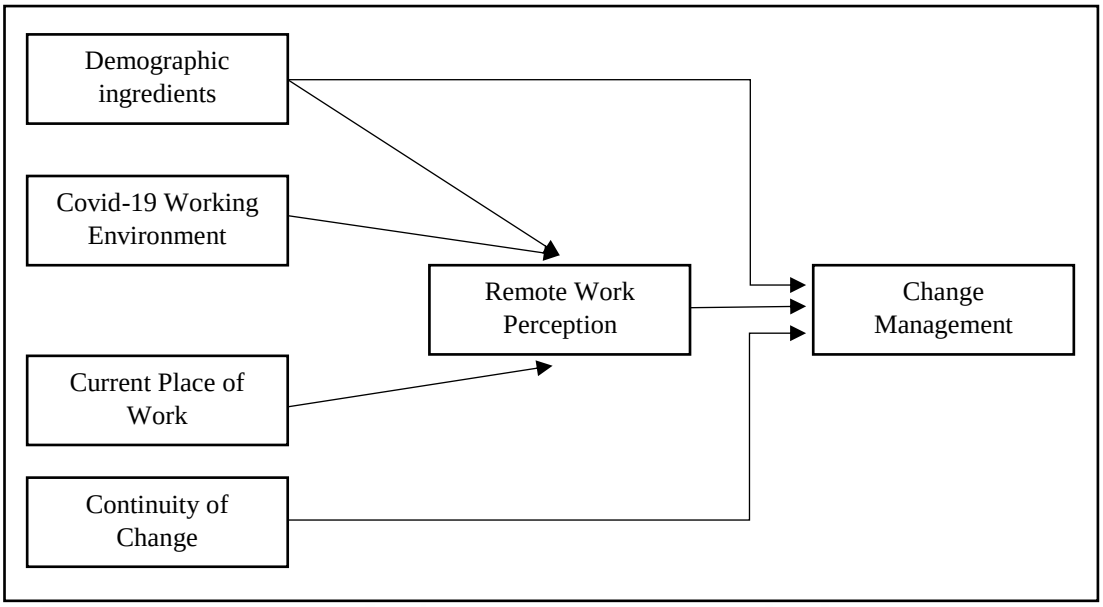

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LIST OF ABBREVIATIONS

T.C.	Türkiye Cumhuriyeti
RG	Resmi Gazete
TMMOB	Türkiye Makine Mühendisleri Odası
THSSGM	Türkiye Hudut ve Sahiller Genel Müdürlüğü
ILO	International Labor Organization
WHO	World Health Organization
TDK	Türk Dil Kurumu

Chapter 1

1. INTRODUCTION

According to the Covid-19 pandemic, many things were changed for individuals and businesses in the world. For more than 2 years we faced lack downs and several different implementations for our lives. Moreover, companies tried unlikely approaches to adapt to the new conditions. Mainly, the covid-19 affected the health and service sectors. Many employees carried out the limitless effort mostly in the health sector. Thanks to their remarkable effort, they saved many people's lives.

Mostly the service and entertainment sector had a huge collapse in the world. According to lack downs, there were many firings and suspensions in the market. Numerous people and family affected by the change in working environments and dissimilar applications. No one expected such a big and required change. The unpredicted change may have different processes and implications that we faced with the pandemic.

Change is the inevitable process that affects our lives every day. Change management is an area of altered expertise that has certain factors and steps to adapt to the companies and employees. The routes are clear and regular to assist the change managers if they face unpredicted complications in the practice. However, the unpredicted circumstances carried out off-road processes and consequences. Covid-19 is a correct example of unpredicted change. This change generated a different approach to the change management processes. Many individuals and companies are affected by the change necessarily.

This study aims to analyze the change effect on companies and individuals during the covid-19 pandemic period in Turkey. There are 4 chapters in the study.

Chapter two aims to define and list general change management literatures with the valuable resources. Change management is old study that has definite structure to implement on business. The time leads to revolution for companies and individuals.

According to the new technologies and information era, alteration is more quick and unexpected for people and organizations.

Chapter three aims to clarify pandemic effects on business and individuals. Covid-19 pandemic is unpredicted for the organizations and societies. The common change management rules were not feasible for the pandemic period. The analyzing and adaptation process were instant and rapid for people and business.

Chapter four includes research methodologies and findings. The study contains survey method to prove revisions in the pandemic phase. The universe of this research consists of individuals working in the public and private sectors. The sampling frame, which is the sample group of the universe determined for the research, was determined by the random sampling method. The data were collected from 396 individuals in the public and private sectors. Diverse individuals contribute to questionnaire to define new normal approach while covid-19 period. Chapter four summarizes the results based on the study.

1.1.The Purpose of the Study

According to Covid -19 pandemic, many practices in companies had to change. Organizations and employees had to make risky decisions to quickly adapt to this change. Workers from different sectors were affected differently in this adaptation process. The focus of this research is change management during the pandemic period. In the study, it was aimed to reveal the change management experiences of companies and employees in the context of Turkey during the COVID-19 pandemic. This study targets to analyze how much change management processes in the literature can be applied and the impact of change on employees, especially during the pandemic period.

The study's goal is to identify the effects of the covid-19 pandemic on the business. And the study aims to answer many questions that help the business manage the work post-pandemic period in the long term such as: “How do the working conditions change for employees during the pandemic period”, “How were individuals affected by the covid-19 pandemic while they are working remotely?”, The organizations managed the change successfully during the covid-19 pandemic?” etc. These

questions aim to discover the answers of “how successful post-pandemic period management should be?”

1.2.Statement of the Problem

Change is an activity that has certain processes and requires time and planning. Change Management is handling the process of applying major changes in information technology, business processes, organizational structures and job assignments to decrease the risks and costs of change and improve its benefits (Murthy, 2007). Due to the Covid-19 Pandemic, companies had to change many processes quickly. During this process, change management rules were not fully implemented. Firms and professionals quickly and necessarily adapted to this change. This change may have not been properly managed by companies and may have had negative effects on individuals. Whether companies and individuals can adapt to this change and whether change management processes are fully implemented are two important questions.

1.3.The Significance of the Study

The COVID-19 pandemic has radically changed the way of work, communicate and socialize, forcing organizations and people to make significant changes. While some businesses have a risk of closing, some employees have lost their jobs due to the pandemic (Li, Ghosh, & Nachmias, 2020). Since the COVID-19 pandemic is a new process, it is one of the current focuses of scientific studies. Revealing experiences on the management of this crisis will contribute to a better understanding of this process and sharing of experiences. Every effort to understand the experiences of professionals working during the pandemic process is as meaningful for employees as it is for businesses to take decisions and measures and provide appropriate practices and policies for the COVID-19 pandemic. In addition, research will contribute to the studies on change management in the context of the COVID-19 pandemic. In this context, it will be possible to handle the elements specific to the COVID-19 pandemic within the scope of change management. For this reason, the study aims to make a

situation assessment about working strategies in the context of COVID-19 and to understand the current situation.

1.4.Limitations

The study is done during a pandemic that is currently ongoing and where it cannot be predicted. Moreover, the data is collected online. However, it would be valuable to understand this process and to form a basis for further studies.

1.5.Scope of the Study

The study contains three main parts. In the first part, the concepts of change and change management are discussed. In this context, the concept of change is defined, the factors that cause change are specified, and the scope, processes and approaches of change management are explained. In the second part of the study, the COVID-19 pandemic and how this pandemic affects working conditions in terms of companies and employees are examined. In this framework, the symptoms of COVID-19, the measures taken, its reflections in working life are mentioned and how working practices have changed has been examined. In the third part of the study, the method of the research, the findings and the interpretation of the findings are included. In the last part of the study, the conclusion and discussion section is given.

Chapter 2

2. CHANGE MANAGEMENT

Change is a definite fact of life. Development is the habit to seek the better, and this habit is also the trigger for change and reveals the continuity of the effort to change. People, organizations, societies, facts, thoughts, and behaviors is changing. Organizations, like individuals, practice many changes during their lives.

Organizations and societies that stay behind the changes experienced stay behind the developments. Moreover, it causes him to become separated from himself and the organization he lives in. (Çağlar, 2015) In the early 1990s, the necessity of organizational change management practices while being discussed, today's change management practices are not a choice but a obligation is considered to be.

Changes in macro and micro scales such as regional integration initiatives, globalization, transition to information society, and acculturation directly affect organizations. The evolution of competition from a local scale to a national or even international scale directly affects the way organizations do business.

It is stated that the change accelerated after the second half of the 20th century. Management models and new management techniques have been developed in order to keep up with the high speed of change and to sustain the life of the organization.

An excellent product or service from yesterday can be defined normal today, but later called insufficient when a better one is developed by a competitor. Change management practices are a predictable process that managers must emphasize in order for organizations to maintain their strategic competitive advantage, and to continue their critical dynamic functions such as responding quickly to customer expectations.

Although change management practices are extremely important for the success of the organization. According to (Kotter, 2013), unsuccessful change practices have a negative impact not only on the financial resources of the organization, but also on human resources. Unsuccessful change efforts lead to loss of capital, customer

dissatisfaction; it also leads to low attitudes of employees such as motivation, organizational loyalty, and professional satisfaction.

Researchers have different explanations for the source of failure in change management practices. (Trahant & Werner, 1997) Defined that the reason for the failure of the changes is difficult to change the organizational culture; (Dennis R. Self, 2009) clarified that organizational leaders who will manage the change process do not have sufficient knowledge; (Geisler, 2001) emphasizes that the attitudes of the employees are effective. Based on this, research has been conducted on the process that affect the success of organizational change practices.

2.1.The Importance Of Change

Today, the only thing that does not change is change; people, organizations and societies as well as objects, facts, thoughts and behaviors. When inspected in the historical process, societies have been in change and development in social, cultural, political and economic dimensions.

Regardless of the reason it is triggered, every change causes a disturbance of balance in the area where it takes place. This means that people, organizations, and the environment are disrupting the relationships they have developed with each other. For deteriorated relations, the parties try to adapt to the new situation by re-developing relations with each other and re-establish a balance. Achieving balance means realization of change (Davis & Tosun, 1988). (Çağlar, 2015) Defined that "Unchangeable people, groups, organizations and societies stay behind events and developments. This causes the elements to become isolated from themselves and the society they live in.

Changes in macro and micro scales such as regional integration initiatives, globalization, transition to information society, and acculturation directly affect organizations; the evolution of competition from a local scale to a national or even international scale directly affects the way organizations do business. It is stated that the change accelerated after the second half of the 20th century (Oluç, 1963).

Management models and new management techniques have been developed in order to keep up the speed of change and to sustain the life of the organization.

Organizations are social structures established for specific purposes. Since they are trying to achieve these goals by assuming a social function, they have to reorganize and change their objectives by taking into account the changes in the environment and the needs of the environment. (Sağlam, 2000)

2.2.The Change Management Definition

According to (Duck, 1993) “Managing change isn’t like operating a machine or treating the human body one ailment at a time. Both of these activities involve working with a fixed set of relationships. The proper metaphor for managing change is balancing a mobile. Most organizations today find themselves undertaking a number of projects as part of their change effort. In managing change, the critical task is understanding how pieces balance off one another, how changing one element changes the rest, how sequencing and pace affect the whole structure.”

(Lawton & Pratt, 2022) defines “Change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change.”

“In practice, change management means establishing a way for all technical changes to be identified centrally, at the initiation stage, before work is done, and channeled consistently through transparent planning, testing, implementation and review” for (Torble, 2019).

Moreover, (Worren, Moore, & Ruddle, 1999) defines “Change management promises to be a discipline that will integrate the thought worlds that separate organizational development from strategy and technology, thus enabling the coordinated efforts necessary to bring about strategic change.”

Furthermore, (Kavanaugh & Tarafdar, 2021) indicated diverse approach about the change management and they assumed “a persistent set of small, orchestrated changes

is the best approach to drive large and lasting change at an organization. These small changes, when made continuously over a period of time, have a compounding effect that drives larger change and transformation. We call this approach microchange management, or “micro is the new mega.”

According to (Tüz, 2004) change management is the case when the current state of the organization is insufficient against the demands and expectations of the interacting environment; It is the process of producing ideas and solutions that will restructure the organization to bring it to a level that can meet those demands and expectations, and applying it by considering the current conditions. Organizations feel the need to change because they cannot achieve their organizational goals and cannot protect their current structure with existing resources due to reasons such as customer preferences and developments in competitive conditions.

Today, the phenomenon of change has become a necessity for organizations. In the face of the pressure created by the factors that force the organizations to change, organizations consciously or unconsciously attempt to change, and as a result, these efforts gain continuity. Continuous improvement programs are implemented in organizations to produce better outputs (Garvin, 1993)

Although the phenomenon of change appears as a necessity or inevitability for organizations, it is a process that will ensure the continuity and development of the organization.

The realities of organizational change are (Mescon, 1998)

- Change takes place not only in the technical sense, but also in the mentality. Changing problems cannot be approached with an unchanging mindset.
- Change is not only correcting mistakes, but also being prepared for problems that may arise in the future.
- Change provides the continuation of the activities of the organization as well as development and growth.
- Change is creating the future.
- Change is about creating a vision, not creating complex mission statements.

Change management; It can be defined as the planning, organization, motivation and supervision made in order for the organization to reach its goals and objectives in the change process (Öğüt, Tekin, & Güleş, 2003)

2.3.The Reasons of the Change

Organizations and individuals practice many changes during their lives and do not remain static. To ensure the continuity of the organization and fulfill its organizational goals, it is necessary to adapt to the environmental conditions in which they interact. Organizations, which are under the influence of many internal and external environmental factors, need to adapt their structures, ways of doing business, and understanding to the requirements as the conditions change in these areas (Tokat, 1996)

Changes and developments in environmental conditions directly affect organizations (Yeniçeri, 2002). Changes and developments in the environmental factors surrounding the organization turn the structure of the organization, which was sufficient at the establishment stage, into an inadequate situation (Uslu, 2006)

(Yeniçeri, 2002) states this: “Changes in the environment in which the organization networks directly or indirectly affect the organization. When the changes in the environment reach a big scope, they disrupt the balance of the organization. The organization, which is out of equilibrium, has to change in line with the demands of the environment in order to survive. Every change leads to an interaction, and as a result of this interaction, the organization may have to make significant changes in existing relationships, habits, ways and methods, as well as changes in business, technology and group structures.

Organizations cooperate with their environment, but they cannot change it. For this reason, several adaptation processes are used in organizational structures in change processes. Organizational change is explained by considering the elements of the organization. According to (Hitt, Ireland, & Hoskisson, 2009) "the basis of organizational change is technology, strategy, structure, system, culture, personnel and shared values".

Change is to make or become different. (Murthy, 2007) The world is continuously changing around us, both private and our working life. We develop strategies to cope with these transformation. Also, organizations develop new structures provides traditional ways of reacting to external events. These established patterns of actions that provide us with a framework and an amount of security in a changing world. (Oxford Pergamon Press Elsevier, 2007)

The reasons about changes are separated 2 main points by (Murthy, 2007) as Figure 1.

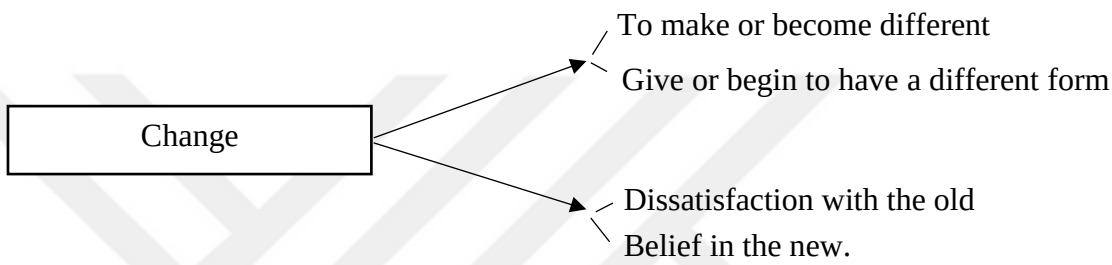

Figure 1: The Change is Bipolar. *(Murthy, 2007)*

The reasons can be summarized in two areas. There are external and internal factors that effecting people or organizations to change the behaviors that use presently.

2.3.1. External Factors

Organizations produce products, services and experiences with the inputs they receive from their environment. Businesses need for change because they cannot meet their needs with their existing structures and resources due to reasons such as customer demands, changes in competition conditions and market share. (Vardar, 2001)

While some changes in the external environmental elements of the organization may create new opportunities for the organization, some may occur in a way that may pose a threat (Koçel, 2010). Therefore, considering these opportunities and dangers;

Organizations need to be changed to take advantage of opportunities and avoid dangers.

Today, these external causes can be classified as follows:

a. Economic factors

b. technological factors

c. Socio-cultural factors

d. Legal and political factors

e. Environmental factors

2.3.1.1 Political Factors

These factors are related to how and to what extent a government consequence in the economy or a particular sector. Mainly, all the effects of a government on the business can be listed here. This may contain government policy, political stability or instability, corruption, foreign trade policy, tax policy, labor law, environmental law and trade restrictions. Moreover, the government can have a reflective effect on a country's education system, infrastructure and healthcare principles. These are all elements to consider when evaluating the conditions of a potential market.

2.3.1.2 Economic Factors

Economic factors are elements of the performance of a particular economy. Features contain economic development, exchange rates, inflation rates, interest rates, individuals income, and unemployment rates. These aspects can have a direct or indirect long-term influence on a company since it affects the purchasing power of consumers.

2.3.1.3 Social Factors

PESTEL analysis also takes into account social factors related to the cultural and demographic trends of the society. Social norms and pressures are key to determining consumer behavior. (Corporate Finance Institute, 2015)Factors to consider are:

- Cultural Aspects and Perceptions

- Health Awareness
- Population Growth Rates
- Age distribution
- Career Attitudes

2.3.1.4 Technological Factors

These factors are related to innovations in technology that can positively or negatively affect the operations of the industry and the market. That references to technology incentives, level of innovation, automation, research and development (R&D) activity, technological change, and the quantity of technological mindfulness a market has. These features can impact decisions to invest or not invest the particular industries.

2.3.1.5 Environmental Factors

Environmental factors are related to environmental effects on the business. As extreme weather conditions become more common, businesses need to plan how to adapt to these changes. The main environmental factors are:

- Weather conditions
- Weather change
- Pollution
- Natural disasters (tsunami, tornado, etc.)
- Global Warming

2.3.1.6 Legal Factors

These factors have some similarities with political factors, but also they contain more specific laws such as discrimination laws, antitrust laws, employment laws, consumer protection laws, copyright and patent laws, and health and safety laws. It is obvious that companies need to know what is legal and what is illegal in order to trade successfully and ethically. This becomes especially difficult if an organization is trading globally, as each country has its own rules and regulations. The organizations also want to be aware of possible changes in legislation and the impact it may have on

the business in the future. It is suggested that organizations must have a legal counsel or attorney to assist organizations in such matters. (Bruin, 2016)

According to globalization, the circumstances of the world are shifting every moment. To be alive as an individual or as an organization, we must adopt unexpected conditions as much as we can. Especially the organizations monitor the new things for the market. Benchmarking is a practice for equating methods with those in other organizations. To benchmark the indicators of the individual or organizations there are some methods such as PESTEL analyze.

2.3.1.7 Pestel Analyze

A PESTEL analysis or PESTLE analysis (formerly known as PEST analysis) is a framework or tool used to analyses and monitor the macro-environmental factors that may have a profound impact on an organization's performance. This tool is especially useful when starting a new business or entering a foreign market. It is often used in collaboration with other analytical business tools such as the SWOT analysis and Porter's Five Forces to give a clear understanding of a situation and related internal and external factors. PESTEL is an acronym that stand for Political, Economic, Social, Technological, Environmental and Legal factors. (Bruin, 2016)

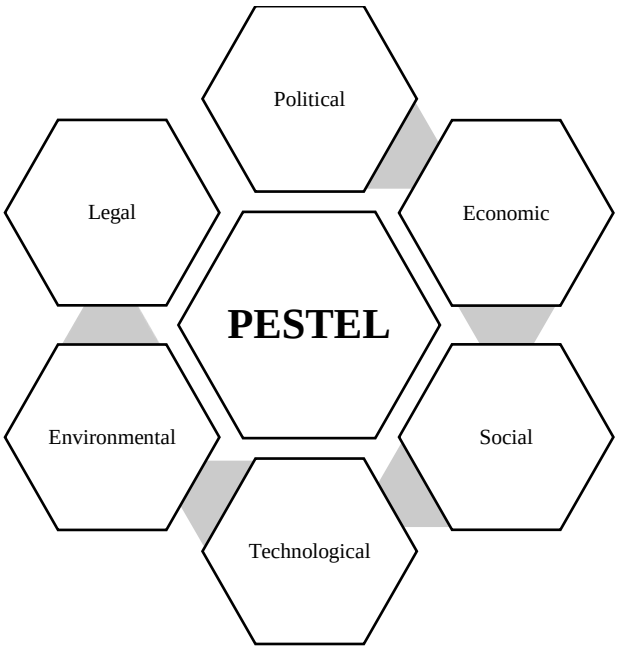

Figure 2: The PESTEL Analyze (Bruin, 2016)

2.3.2. Internal Factors

The need for change in organizations sometimes arises with the effect of internal factors. This need will require changes in the structure, goals, or duties of organizations (Arie de Geus, 1998)

Internal reasons forcing businesses to change are related to many developments and events such as low productivity, intra-organizational conflicts, increased education level of employees, inability to reach targets, and changes in top managers (Koçel, 2010)

Organizations or individuals must realize their capabilities and routes better to cope with the evolution of the market and era. Or the market may need a new marketing strategy and communication methods with customers. The plant may need innovative manufacturing processes. Moreover, the organization may need different management structure to be successful in the market.

Internal factors can drive the need for change. The internal factors tend to invent primarily from the: internal operations of the organization from the influence of external changes. These may include:

• Re-designing the strategy

• Company work force

• Compensation and benefit system

• Structure of new equipment

• Remake of jobs and new interface patterns within their work group.

• Employee attitudes etc. (Murthy, 2007)

Change is not always a reaction to external or internal events. Change be able to arise proactively as well. The organization may be executed well but try to act even better. It may be because the organization wants to act in expectation of changes. Otherwise, it may be that the organization wishes to go out and dynamically change its business environment to its gain. (Oxford Pergamon Press Elsevier, 2007)

2.4.Types of Change

Because of external or internal pressures, the organizations need make important changes in the way it does business. It might be required to throw away the instruction book during these periods of transformational change. There will be difference not only about what needs to be done but also about what is happening and even about what the organization should be trying to achieve. Such as there are three different types of events:

- Closed change, where there is certainty about what happened, why it happened and what needs to be done.
- Contained change, where we are reasonably confident about what happened, why it happened and what needs to be done about it.
- Open-ended change, where there is wide disagreement about what happened, why it happened and what is to be done about it. (Oxford Pergamon Press Elsevier, 2007)

2.5.The Change Management Process

Change Management is handling the process of applying major changes in information technology, business processes, organizational structures and job assignments to decrease the risks and costs of change and improve its benefits. (Murthy, 2007)

Change Management is managing the resistance with resilience. In the beginning, to convert the ways that currently used to do something, opinions and the methods should change and adopt the new conducts. Change management needs collaboration with stakeholders, to implement innovative techniques into the practice of the things.

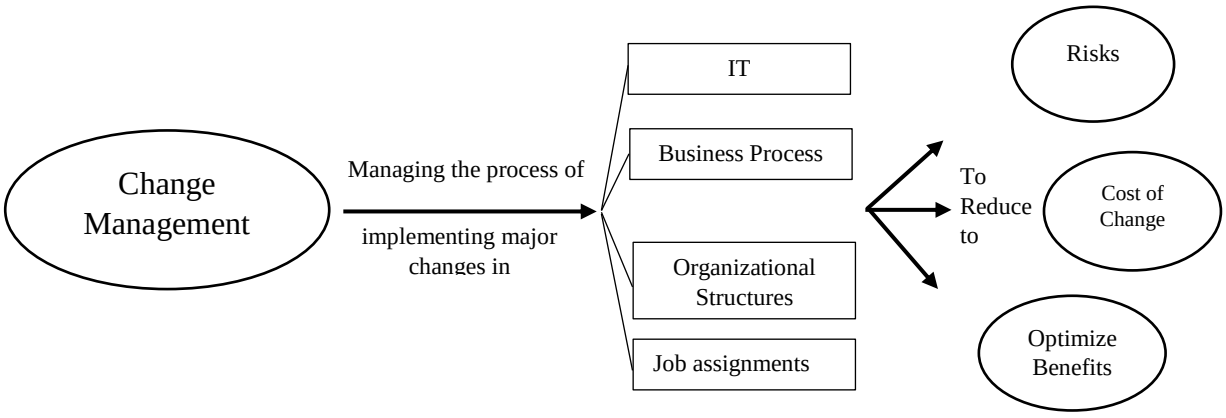

Figure 3: Definition of Change Management Process (Murthy, 2007)

Change is a process that is challenging for managers and individuals as well. Every day we are trying to change something or to think about the change something our lives and for our businesses. Change is a process that could not stop for the human and the world.

Changing process have altered states that could support managers and individuals to implement innovative and different approaches to the process. Figure 4 shows the changing process.

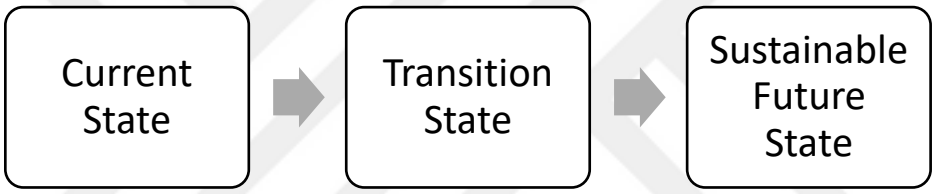

Figure 4:The process of change (Oxford Pergamon Press Elsevier, 2007)

2.5.1. Current State

The current situation is how things are complete today. It is the roof of the processes, manners, implements, technologies, organizational structures, and job roles that framework how work is done. The current state defines who we are. It may not work great, but it's familiar and comfortable because we know what to expect. (Creasey, 2015).The current state is where we succeed and know how to measure and evaluate. Moreover, the current state is the thing that we are used to and it is risk free.

Many organizations and individuals cannot analyze the current state efficiently. Because the current state can looks perfect if the internal or external risks are not appear. Current state analyze needs critical thinking and vision. In the preparation

phase, the manager is concentrated on assisting teams identify and realize the need for change. They raise awareness of the various challenges or problems facing the organization that are acting as forces of change and generating dissatisfaction with the status quo. Gaining this initial buy-in from employees who will help implement the change can remove friction and resistance later on. (Miller, 2020)

2.5.2. Transition State

Once the plan is created, all that remains is to follow the steps outlined in the plan to implement the required change. Also, it contains modifications in the company's structure, strategy, systems, processes, employee behavior, or other features that will rely on the characteristics of the enterprise. Changes to the culture of the business might be one of the most significant features of the process but it is possible to be the most challenging part for you to plan. (Oxford Pergamon Press Elsevier, 2007)

In the transition state change leaders may face resistance for the new routes. People are not willing to alteration that will change their comfort zone and it needs to study something dissimilar. The transition state is challenging for the change managers to deal with conflicts that arise from the nature of the people and the organization. Sometimes it appears with bureaucracy and sometimes it occurs with the risk analysis. The transition state involves us agreeing on new perspectives and learning new methods of acting, while still keeping up our day-to-day efforts. The transition state is challenging. (Creasey, 2015)

In the implementation process, change managers should concentrate on encouraging their employees to take the required actions to complete the organization’s objectives. They must do their best to cope with barriers and blockers. Repeatedly communicating the organization's vision is serious during the implementation process to remind team members why change is necessary. (Miller, 2020)

2.5.3. Future State

The future state is the process that the change management development has been completed and that it is stage to run within the framework of the new culture and methods. There are 3 main tasks for change managers that they must be sure of for the implementation success.

- Celebration for the achievement and announce the appreciation of the team.
- According to new procedures, establish the new methods that colleagues will only manage their tasks.
- Support the teams in their new roles and reward them accordingly.
- Encourage the team to consider the innovation program as a basis for future improvements. (Oxford Pergamon Press Elsevier, 2007)

After the change mission is complete, change managers must avoid a return to the previous state or status quo. It is mainly significant for organizational change regarding processes, workflows, culture, and strategies. Without an acceptable strategy, employees may revert to the "old way" of doing things, especially during the transition period. (Miller, 2020)

Even if the change management project is completed, it does not mean that it will be successful. Analysis and review can help business leaders understand whether a change initiative has been the successful, unsuccessful, or mixed result. Before and after analysis can help the leaders to monitor the big picture of the changing process. It can also offer valuable information and lessons that can be used in future change efforts.

Senior leaders think the future state. They are responsible and charged for deciding how it should operate within six months, one year, three years, etc. Project teams live in a transitional state. They explore options, adopt a route, and improve a resolution to alteration the business. Employees, managers, and supervisors live in the current state. They cannot break their work to implement a change. They are responsible for keeping the organization running while a change is being implemented. (Creasey, 2015)

2.6.The Change Management Models

After the concept of planned change was brought to the agenda by Lewin, many models have been developed to systematically examine the phenomenon of change (Liu, 2009)

Today, organizations are faced with the necessity of adapting to new realities that almost always cause a change. Organizational change management implementation processes are often complex and challenging processes. It is recommended that organizations benefit from a large number of change models developed to help them implement change successfully and increase their chances of success. Managing the change process based on these models; will provide gains in terms of time, resources, and organizational results to be achieved. (Eryılmaz, 2021)

2.6.1. Lewin's Modal

Change Management is a critical study for the business that assistance the managers to find a factual technique to adopt the new periods. Many researchers and scientists aimed to discover the correct method to cope with change simply. There are several variables and stakeholders to deal with the changing process. It is a complicated route to survive. But Lewin was tried to define it simply that an effective change project should contain three steps:

- Unfreezing the present level.
- Moving to the new level.
- Re-freezing that new level. (Oxford Pergamon Press Elsevier, 2007)

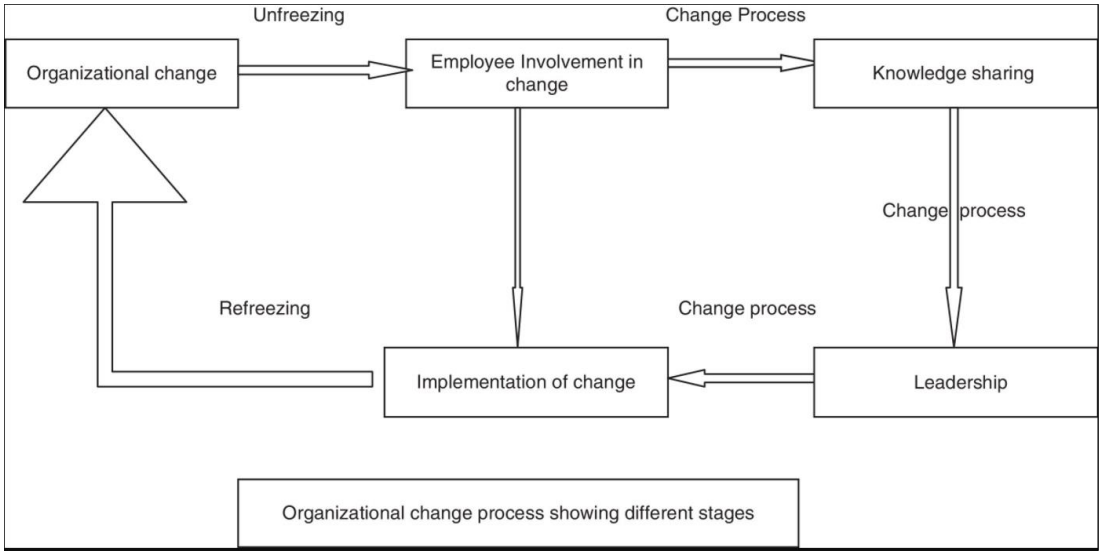

Figure 5: Organizational Change Process (Hussain, et al., 2018)

Change can take place in three stages. The first stage is the solving stage. It covers the weakening of the forces aimed at maintaining the current state of the organization. The second stage is the stage where the existing organizational behaviors are changed with the effect of weakened forces and the change takes place. In the third stage, the refreezing stage, the new organizational behavior reached is supported within the organization and it is ensured that it becomes the new norm within the organization (Erdoğan, 2010)

Lewin's Three-Step Model possibly works greatest when change is proactive or when conditions are stable enough for change to occur within a reasonable time. In more turbulent conditions, where external pressures on the performance and even survival of the organization are more obvious, the model is less useful. (Oxford Pergamon Press Elsevier, 2007)

2.6.2. ADKAR

ADKAR Model, developed by Hiatt in 2006, is one of the basic models that deal with the human factor to manage change in organizations. Model expressing change at the individual level; It determines how the change can be successfully concluded.

According to (Hiatt, 2006) the ADKAR Model “sets out a basic framework for combining new and traditional methods to manage change, and identifies and

demonstrates unsuccessful changes to the practitioner. It is a perspective that allows other change management methods to be focused and directed."

The ADKAR Change Management Model is a process within the field of change management, most commonly used in businesses and other organizations. Developed in the 1990s by Jeff Hiatt, founder of the Prosci change management group, the ADKAR Model includes five building blocks to successful changes. Each building block is represented by a letter in ADKAR: Awareness, Desire, Knowledge, Ability, and Reinforcement. Following this series of actions can make changes not only less jarring to organizations and individuals, but also more efficient and effective in moving toward organizational goals. (Dziak, 2021) The Prosci ADKAR Model describes the five building blocks of successful change:

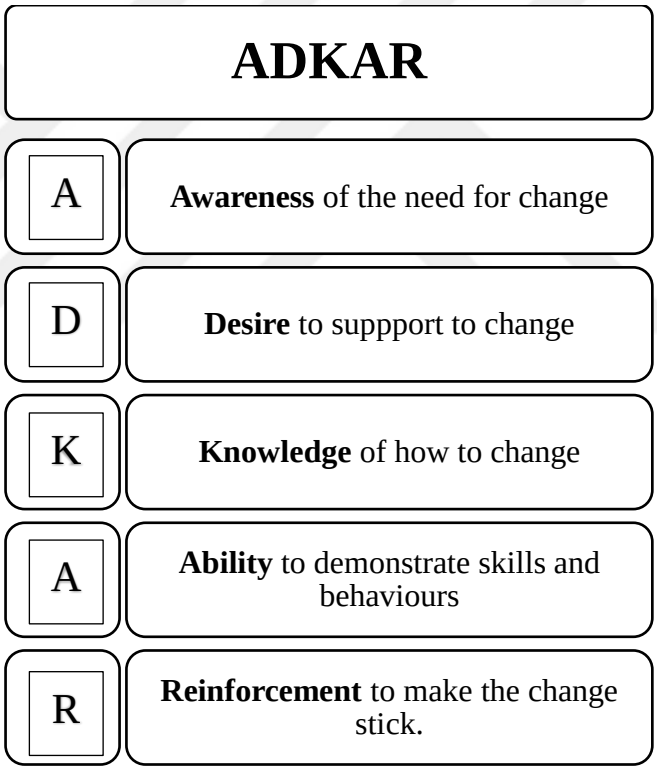

Figure 6:The Prosci ADKAR Model (Creasey, 2015)

2.6.3. PDSA Model

Deming's plan-do-study-act (PDSA) cycle, also identified as the Shewhart cycle after statistician Walter Shewhart. Nevertheless of the accurate stages in the procedure, it is the structure of the improvement cycle itself that enables team members to address problems with confidence. Outcomes of the process include not only improvement of

these problems, then, but a simultaneous enhancement of the individual employee's ownership of the organization's processes. (Cleary, 1995)

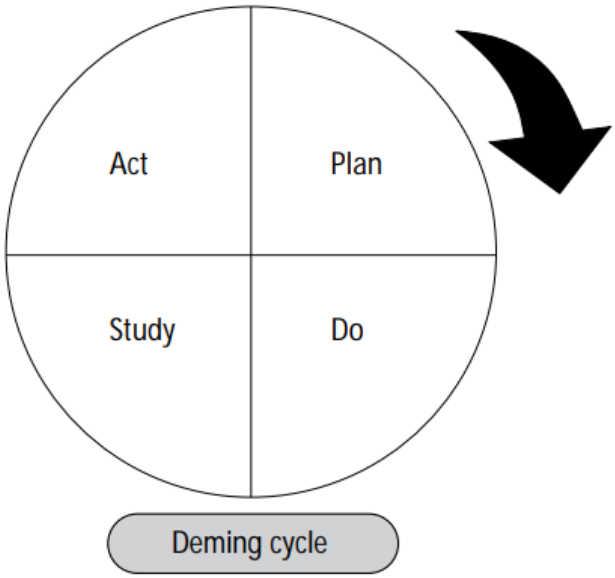

Figure 7: Deming Cycle (Cleary, 1995)

2.7.The Success Of Change Management

2.7.1. Individual Change

Changing the mental map causes discomfort or pain. If the difference in mental map and change activity is minimal, the discomfort is less or vice versa. (Murthy, 2007). Individuals are not willing to renovate the comfort zones that generate new risks for them. Change occurs in unexpected conditions and persons need to study different things and must gain dissimilar habits. Generally, change arises new effects that people must adopt different circumstances and it occurs resistance.

Individuals often have good reason to fear change.

Change processes can bring:

- Redundancies
- Modification in job descriptions

- Changes in title, remuneration and benefits
- Must work with a new group of people
- The necessity to transfer
- Alteration in the principles and values related with your work.

Kurt Lewin (1952) identified a pattern of freezing, change, and re-freezing to explain the developments over time of an individual's acceptance of a changing environment. (Oxford Pergamon Press Elsevier, 2007)

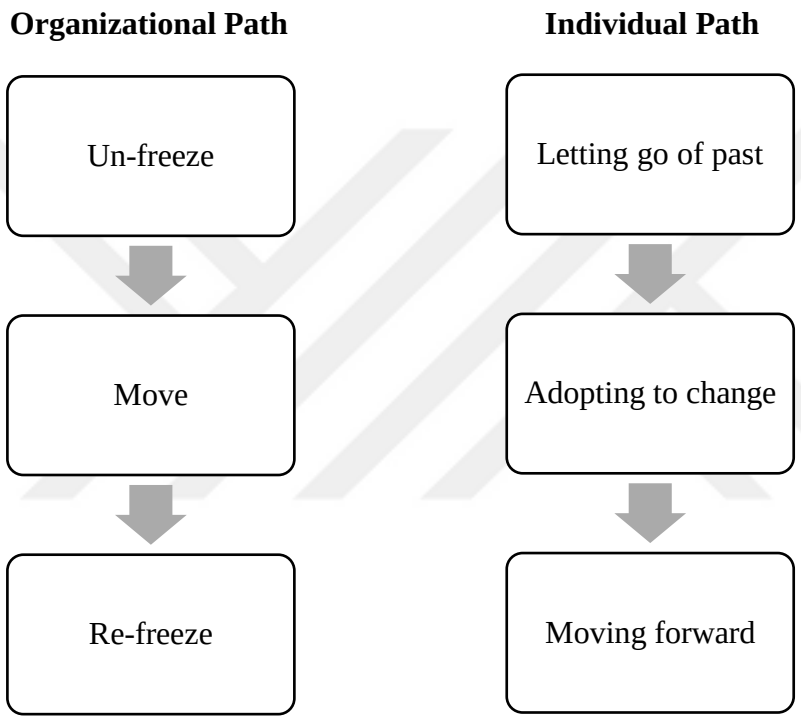

Figure 8:Paths through change (Oxford Pergamon Press Elsevier, 2007)

2.7.2. Resistance To Change

Lewin's force field analysis was designed to assist in the identification of drivers, those individuals or forces that favor a proposed change and can become a driving force behind the change, and restraining forces (resistors) representing those forces (individuals) that are likely to oppose or be against a given change (resistance). As we've already said, it is this resistance that provides the central challenge to implementing successful change. (Harvey & Broyles, 2010)

Lewin's model provides a general framework for understanding organizational change. For Lewin, the change process model refers to creating the awareness that change is necessary, moving towards the desired behavior change with this awareness, and consolidating the new acquired behavior as the norm. (Eryılmaz, 2021)

The power analysis technique developed by Kurt Lewin is a technique used to perform diagnostics and effectively plan change. Force field analysis is based on applying a method for thinking and planning change by Lewin, who sees a behavior in the corporate environment as the balance of forces working in different directions (Yavuz, Karabulut, & Sarı, 2019)

In the power analysis model, the existence of some supportive and inhibiting factors is set out to achieve the desired behavior change and to realize the functions of the change. Factors that support change are called "driving forces" and factors that hinder change are called "restraining forces". According to Lewin, a balance is established within the organization with the effects of repulsive and limiting forces (Koçel, 2010). Change occurs when there is a balance problem between the sum of the forces against change and the sum of the forces supporting the change in organizational behavior. From this point of view, the first step to be taken for force field analysis is to identify the main driving forces that support the transition to the desired state. The second step is to determine the degree of importance of these determining forces and show them in the analysis diagram. When the diagram is completed, it states that if the driving forces are greater than the limiting forces, the change can be made in the desired direction (Yavuz, Karabulut, & Sarı, 2019)

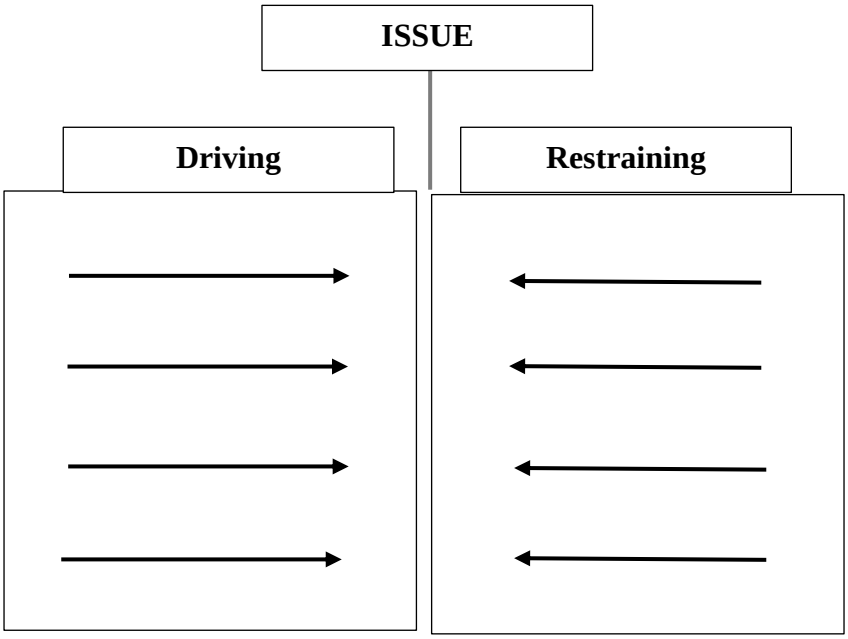

Figure 9: Force Field Analysis Issue: Driving and Restraining (Harvey & Broyles, 2010)

Individuals are not willing to change perception of the professional behaviors effortlessly. Generally, resistance arises from anxiety. In 1995 Judith Bardwick clarified the comfort zone is a behavioral state within which a person operates in an anxiety-neutral condition, using a limited set of behaviors to deliver a steady level of performance, usually without a sense of risk. (Bardwick, 1995) The comfort zone is a safe way to do things without any risks. People want to avoid the threats as much as they can. Change management is the management art of the resistance with resilience.

2.7.3. Sustainable Change

The need for change can take place in different verticals in the company. Sometimes it occurs naturally, sometimes it dedicates from the top to down and all the approaches must have altered management perspective to reach sustainable change. In the Figure 9, there are different implementation ways for the change.

Style	Features	Objectives
Democratic	Brain storming to provide facts and argue the issues.	The goal is to find an agreement on what is to be done.
Collaboration	The management board has already definite in what is to change. Employees design the structure for the change management strategy.	The aim is to reach the goals of the workforce within the framework the drawn by the management.
Participation	Employees directed by the top managers and the process is already defined by the managers. Personnel have limited contribution on the details of the route.	The objective is to reach guarantee of the labor force while leaving them restricted freedom of choice over what happens.

Direction	Change leaders create the mainstream of choices about what to change and how. Use the authority to direct change.	To sell change to the workforce.
Force	Use the power to enforce change.	To use staff to complete the end result.

Figure 10: Styles of Managing Change (Hussain, et al., 2018)

The actions are of inspiring change, generating a vision, developing political provision, dealing the alteration and sustaining momentum. The encouraging change and building a vision show to the unfreezing or current state of organization is being considered for change, developing political support and managing the transition show the moving stage of change and sustaining momentum shows the implementation and refreezing state of the change. (Hussain, et al., 2018)

PMI (Project Management Institute) has drawn a feasible model about sustainable change management subject.

Figure 11: A model for sustainable change. (Harrington, Voehl, & Voehl, 2015)

- **Support from the top:** If the organization is aimed at change, sponsorship of the change project is a major fact for sustainable change. Executive leaders also need to support sustainable improvement efforts to ensure that anticipated changes implement deeply within the culture of the organization.

- **Utilize change-sustaining approaches:** Efforts to sustain main changes should be built into evolution strategies in the next part of the life cycle.

- **Shift paradigms when needed:** It is easier to break an atom than a prejudice (Albert Einstein). Changing the current manners of individuals is the most challenging part of sustainable change. Thus, the organizations have to work on to creating a sustainable communication plan for individuals to explain the benefits of the new approach for how business is done.

- **Talk and communicate:** Change sustainment needs continuing dialogue and communication. Individuals should understand which certain actions expected of them and why they change.

- **Assimilate and integrate:** Assign change management responsible and provide them this mission.

- **Invest in planning for sustained results:** According to practice and academic studies of change, the real effect of the change appear at the ROI of the organizations. Efficient change generate new capacities, innovation, product and service lines. This leads to competitive market advantage, building additional volume for further iterations of transformation and improvement.

- **Negotiate results with a group method:** Measure willingness for change before executing tactics and then adjust to new circumstances. (Harrington, Voehl, & Voehl, 2015)

Chapter 3
3. PANDEMIC PERIOD

The "epidemic disease" defined as, which is caused by the direct or indirect contamination of a virus source that causes the disease, and when these infectious diseases multiply and infect a large number of living things (Çalışkan & Özcebe, 2013)

An epidemic is a disease that is seen as a new case in a population at a certain time, but has a much more impact than expected compared to the experiences, and in this case, it is seen as a global threat and is brought to the agenda of the World Health Organization (WHO).

In this section, what is an epidemic disease, what are its effects, epidemics from the past to the present and the Covid-19 pandemic will be examined. Moreover, the COVID-19 pandemic and how this pandemic affects change management will be discussed. In this context, the symptoms of COVID-19, the measures taken, its reflections in working life will be discussed and how it has changed in the business will be examined.

Epidemic diseases that have attended the lives of people and societies throughout history; negative effects on people and their lives. The history of these diseases goes back to the times when human beings first cultivated the soil. The cultivation of the land and the agricultural activities made it easier for many living things in nature to interaction with people. In this way, the close relations between humans and nature have led to the appearance and transmission of various diseases such as typhus, plague and malaria, which are carried by animals. In fact, in various civilizations where mass deaths occurred, people believed that God spread these diseases, since medical developments were not sufficient to explain these emerging diseases in these periods (Yiğit, 2016) Epidemics such as leprosy, plague, cholera, tuberculosis and syphilis, which caused the death of thousands of people in a short time, adversely affected social life in every way.

Epidemics mostly reflected the effects of the period in which they occurred, and showed similarities with the way and extent of human intervention in nature. Technological developments, environmental changes, and changes in the living

conditions of the society cause the emergence of new microorganisms and adversely affect public health. Diseases such as bird flu and cholera, which have emerged recently, are cited as examples (Çalışkan & Özcebe, 2013).

According to disappearance of borders in today's globalizing world, diseases such as information, labor and product flow can easily extent and a local situation can reach a global dimension in a very short time. Communication, shopping, and international travel opportunities that develop due to globalization can carry the epidemic that occurs in any part of the world to all parts of the world in a short time. Thus, it becomes increasingly difficult to control epidemics, epidemics turn into major social problems for societies, and the intervention of different sectors and macro-level international interventions may be required.

There have been many epidemics in the history of the world, the Covid-19 Pandemic is not the first epidemic, but it is one of the last and most effective epidemics among the epidemics to date. For example, the people of Athens, who were in the Peloponnesian War against their great rival Sparta in 430 BC, suddenly succumbed to the epidemic. In the epidemic that emerged in Istanbul between AD 541-542, forty percent of the population died. Fifty million in the Spanish Flu Epidemic of the 1900s; It is known that nearly two hundred million people died in the plague epidemic in the 14th century. Many scientific findings showing that these epidemic diseases experienced many years ago have deeply affected social structures and cultures are seen in the literature (Leung, et al., 2005)

3.1.History of Pandemics

Many infectious diseases have caused epidemics in different periods of history, causing the death of millions of people, and have greatly affected states, societies and people. The great destruction caused by epidemics has caused many political and economic changes. Politically, especially in the colonization of America and Africa, the impact of these highly contagious diseases (variola, measles, salmonella and rinderpest) is huge (Diamond, 2010). The 10 most devastating epidemics in the history of the world can be listed as follows (Türkiye Bilimler Akademisi , 2020)

Justinianus Plague Epidemic (541-542) is a disease that originated in Byzantium. It was a plague epidemic that heavily affected Istanbul, which was under Byzantine rule at that time. It spread very quickly and caused the death of tens of thousands of people. The plague had its greatest destruction in the 14th century.In this epidemic, which is one of the most effective epidemic diseases in history, 25 million people lost their lives in the first wave, and 50-75 million people lost their lives in its returns over the next two centuries (Varlık, 2015). It is thought that this disease, which causes the death of 5 thousand people a day, was carried by trade ships.

Dark Plague (1347-1351) also called the Black Death, is a plague disease that caused destruction in Europe between 1347-1351. The Plague, which was effective in Europe in the 1350s, changed the economies, administrative systems and even production technologies of the countries, apart from causing 25-30 million deaths. This disease caused about 75 million deaths in the Middle East, including India and China (Barry, 2005)

Fifth Cholera Epidemic (1881-1896) occurred in India in the 19th century. Increasing through Asia and Africa, it has spread to France, Germany, Russia and South America. In history, war and commercial relations, especially migrations, are the factors that cause cholera to spread and become an epidemic. Intensity of relations between neighboring countries, it takes a very short time for an epidemic emerging in one country to threaten the other if no measures are taken. During the fifth pandemic that started in South Asia, Robert Koch was the first to establish in Calcutta in 1883 that the causative agent of cholera was the bacterium vibrio cholera. The interesting point is that the microbe of cholera, which caused mass deaths in history, such as smallpox, tuberculosis, malaria, and plague, is actually an evolved form of animal diseases (Eraksoy, 2019). In total, it is thought that more than 900 thousand people lost their lives due to this disease.

Russian Flu is a disease that was effective between 1889 and 1890 and caused the death of more than 1 million people in the world. Railways, the modern mode of transportation of that period, allowed the epidemic to spread faster. This epidemic, which first appeared in Saint Petersburg, affected the entire northern hemisphere within four months. The United States has also become the most destructive. Recent

research has shown that this outbreak may have been caused by H3N8 (Valleron, Anne Cori, Meurisse, Meurisse, & Boëlle, 2010).

Third Plague Pandemic (1894-1903) which emerged in the Yunnan region of southwest China, reached Canton in 1894 and then spread to Hong Kong. This epidemic, which spread to all continents, caused the death of nearly twelve million people in India and China.Plague epidemics started to be slowed down with the preventive medicine measures and the use of antibiotics after the 1950's. (J.N.Hays, 1938)

Sixth Cholera Epidemic (1899-1923). The pandemic of the 18th century is cholera. Cholera emerged as a pandemic twice, between 1817-1833 and 1829-1851. This disease, which caused the death of millions, could only be controlled in the 20th century. The Sixth Cholera Epidemic was a disease that affected twenty-four years between 1899 and 1923 and caused a total of 1.5 million deaths. This epidemic first emerged in India, caused the death of eight hundred thousand people, and then spread to Central Asia, North Africa, Eastern Europe and Russia (Pollitzer, 1959)

Spanish Flu (1918-1920) defined in history as the biggest pandemic in the world. It emerged towards the end of the First World War and caused one-fifth of the world's population to become hard. It caused the death of fifty-hundred million people in just eighteen months (Yolun, 2020). The Spanish Flu mostly affected healthy, young adults. This epidemic had a significant impact on the end of World War I.

Asian Flu (1957-1958) started in China in 1956 and lasted until 1958. The virus, which first appeared in the Guizhou region of China, reached Singapore, Hong Kong and finally the USA. Since December 1957, transmission has started to be seen on every continent. Asian flu has been recorded as the first pandemic to emerge in an environment with global surveillance systems and laboratory capabilities to study it. In 1957, a worldwide network of laboratories was attached to the London-based Influenza Research Centre, and researchers from Melbourne to Washington were able to study this strain shortly after the outbreak occurred (Saunders-Hastings & Krewski, 2016)

HIV / AIDS (1960-…). The human immunodeficiency virus (HIV) infects people by attacking their immune cells. HIV/AIDS, first seen in the Democratic Republic of the Congo in 1976, has killed more than thirty-six million people since 1981. The first

people to see this disease are those who contract the disease sexually or drug addicts who use the same syringe together. According to the UN's report published in 2004, thirty-eight million people in the world are HIV-infected. Forty million people have died from this disease to date. HIV is a health problem that can affect not only adults, but also babies, children, young and old, and for which no treatment or vaccine has yet been found to remove the virus from the body. However, if it is treated early and effectively, HIV infection, which has a high economic burden and side effects, can turn from being a deadly disease into a chronic disease that requires lifelong drug use (Tümer, 2011)

Hong Kong Flu (1968-1969) first seen in 1968, Hong Kong flu is a devastating disease that has been rated as category 2 and has killed close to one million people worldwide.This flu was first seen in Hong Kong in 1968 and caused serious cases in Vietnam and Singapore by the end of the month. This flu, which spread rapidly, reached many European countries and was carried to the USA by soldiers returning from the Vietnam War. Later, this disease also affected Japan, Africa and South America. (Kan, 2021)

3.2.COVID – 19 Pandemic

According to the World Health Organization, the first people with COVID-19 were identified on 8 December 2019. The epidemic caused restriction of movement; On January 23, 2020, Wuhan enforced a lockdown to cover the new coronavirus. The general public policy was to temporarily suspend economic activity in most countries. The coronavirus has caused a dramatic and unexpected social and economic upheaval since the beginning of the period. It remains to affect the health and safety of workers and employment stability. (Gorzelany-Dziadkowiec, 2021)

On January 5, 2020, a new coronavirus was identified that has not been detected in humans before. On March 11, 2020, the World Health Organization declared a pandemic due to the new generation coronavirus (COVID-19). A pandemic is defined as “a large epidemic, the widespread occurrence of a disease on a continent or several countries at the same time” (TDK, 2022)

According to the report prepared by (Deloitte, 2020) “With the COVID-19 pandemic, the entire society and work-life has entered a process of adaptation, at least until we get over this process. The first effects of the COVID-19 pandemic on the working life can be summarized as follows:

a. remote work

b. Digital workforce

c. Mobility

d. Employee experience and motivation

e. Business continuity

According to the report prepared by (KPMG, 2020), “the effort to cope with the pandemic crisis also reflects some extent how companies will behave in other crises. For this reason, it is important for organizations to evaluate their current business stability and crisis management plans against the virus and to create sector-specific approaches.

The World Health Organization (WHO) defines coronaviruses as “a large family of viruses that can cause disease in animals or humans”. Coronaviruses can cause diseases such as the common cold, Middle East Respiratory Syndrome (MERS-CoV) and Severe Acute Respiratory Syndrome (SARS-CoV) (THSSGM, 2020). COVID-19 is an infectious disease caused by a newly discovered coronavirus (WHO, 2020). The WHO China Country Office reported cases of pneumonia in the city of Wuhan, China in December 2019 (THSSGM, 2020), By January 2020, the causative agent was identified as a new coronavirus that had not been previously detected in humans. Later, the name of the disease was accepted as COVID-19 (Özoğlu, 2020)

By January 30, WHO classified the COVID-19 outbreak as an “international public health emergency” and defined it as a global pandemic in March due to the severity and spread of the virus. In Turkey, studies on COVID-19 started on January 10 and then T.C. The first meeting of the Ministry of Health Scientific Advisory Board on the virus was held. The first case of COVID-19 was detected on March 11, 2020 (Anadolu Ajansı, 2020).

3.3.Individual Effects Of The Covid-19 Pandemic

It is known that there is a relationship between the way people perceive a disease, their reactions to the disease, and adaptation to the disease (Hekler, et al., 2008). The effects of the Covid-19 process, which is a global epidemic, on human psychology differ in many people. It is possible that stress-related and traumatic effects may differ according to the social and cultural characteristics, socio-economic conditions, psychological well-being and individual characteristics of the person during and after the Covid-19 epidemic, which puts people's lives in danger and has a global dimension. Variables such as the inadequacy of the basic needs of individuals such as security, shelter, nutrition during the coronavirus pandemic process, incomplete or incorrect information about what has happened, the prolongation of the quarantine period, the lack of social support, the financial losses in the epidemic, the development of Covid-19 symptoms or the contact with coronavirus positive individuals, It puts people in a more anxious and psychologically more risky position during the epidemic (Kaya, 2020)

One of the individuals most affected by the Covid-19 pandemic has been healthcare workers. Healthcare workers face higher levels of psychological problems due to long working hours, high risk of infection, limited protective equipment, physical fatigue, loneliness and separation from their families (Kang, 2020)

Long working hours in health institutions and organizations, out-of-hours hotels, dormitories, living in environments, staying away from their relatives, having to follow up-to-date practices and information about Covid-19 while continuing to work intensively can be counted among the important stress factors of healthcare professionals in this process.

In addition, the feeling of helplessness, the state of being constantly attentive and alert, the decrease in the opportunities for self-care practice or the difficulties in reaching these opportunities also negatively affect the healthcare professionals. (Kan, 2021)

During this period, the mental health of healthcare workers is seriously affected. A study conducted during the SARS epidemic showed that the health personnel

involved in this process still had a high level of stress even one year after the epidemic, and these people were called “SARS victims”. It has been reported that healthcare professionals show significantly higher symptoms of depression, anxiety and post-traumatic stress compared to the normal population (Lee, et al., 2007)

Studies conducted in China during the Covid-19 epidemic support that the level of anxiety of healthcare workers has increased significantly. Similarly, in a study conducted with nurses during the MERS epidemic, high levels of anxiety, decreased resilience and fear of stigma were found in these individuals (Park, Lee, Park, & Choi, 2018)

3.4.Social Effects Of The Covid-19 Pandemic

In this section, the effects of the Covid-19 Pandemic on society will be examined in detail.

3.4.1. Psychosocial Effects of the Covid-19 Pandemic

Pandemics are a social phenomenon that affects the individual and society at many levels and causes deterioration. Because as the perception of threat posed by the contagious disease increases, people who experience panic and anxiety display more different behaviors than they always do (Dong, Hu, & Gao, 2020). Events that have a great impact on society, such as natural disasters and epidemics, create traumas in the society, cause people to question life and look at life from a different perspective. Traumatic events that happen to people themselves affect the behavioral system that gives a sense of control, bonding and meaning. Moreover, when emotions such as fear and anxiety spread to the whole society, the elements that reveal fear begin to govern people. With the weakening of the sense of unity and togetherness in the society, the individual who becomes isolated in the city life feels more defenseless and the feeling of insecurity increases. Due to such situations, it becomes easier for people to be directed maliciously by using their health-related fears.

3.4.2. Covid-19 and Physical Restrictions

Primary preventive efforts for the COVID-19 pandemic include hand washing, as well as physical restrictions in the form of physical distancing (reduces unknown infection), quarantine (reduces potential infection), or isolation (reduces infection).

In a systematic review study, it was shown that social isolation and loneliness caused by physical restrictions negatively affect both mental and physical health (N.Leigh-Hunt, 2017).A meta-analysis study revealed that the quality of social relations is more important than the quantity in the relationship between subjective mental well-being and social life (Pinquart & Sörensen, 2000). Two systematic reviews also reveal that social networks with quality relationships protect individuals from depression. (Santini, Koyanagi, Tyrovolas, Masonb, & Haro, 2015) (Michaela Schwarzbach, 2013)

In this process, we must communicate with our social environment. Maintaining our social networks, keeping in touch with our relatives, friends and associates will give us the opportunity to share our feelings and outlets to reduce stress. Developing interventions to overcome the negative consequences of social isolation and loneliness is critical, especially for older people. While maintaining physical distance, social connectedness should be increased, not 'social distance'.

3.4.3. Quarantine and Isolation in the Covid-19 Pandemic

Mental symptoms that can be seen in quarantine and isolation include anxiety, stress, panic attacks, fear, impatience, irritability, feelings of helplessness, muscle aches, health anxiety, feelings of worthlessness, guilt, lack of motivation, reluctance, difficulty in concentrating, loss of appetite or there is an increase in appetite, insomnia, anger and intolerance, burnout and a feeling of loneliness.

Anxiety is a symptom suitable for developments in isolation and quarantine situations. People notice that their plans for the near future change suddenly and

dramatically. They can be taken to an unfamiliar environment and have to leave their social relations. Their anxiety may also be heightened by the inability to run their business or meet the needs of their dependents (Huremovic, 2019)

Individuals faced with isolation or quarantine may react with fear and anxiety, which can lead to anger and action; they can fall into despair. In situations of isolation and quarantine, people may experience loss of control over their lives and an accompanying sense of helplessness. Mentally empowering individuals during quarantine or isolation by including them in the decision-making process for at least certain situations will help them regain their sense of dignity and self-esteem in such difficult situations (C.Abad, A.Feardaya, & N.Safdar, 2010)

The approach to the patient in isolation is important. When healthcare professionals cannot provide enough time for patients in isolation and patients feel that they are not informed by healthcare providers, the negative impact of isolation is greater. Depression and anxiety symptoms; tends to respond positively to support and reassurance, accurate and timely information about the quarantine and isolation situation (Huremovic, 2019)

3.4.4. Information in the Covid-19 Process

There is a relationship between the public's knowledge of the infection that caused the epidemic and the risk perception and therefore taking the necessary precautions. The mass media is an important factor that can outline the physical and psychological responses of the public to the threat of infectious disease. This can be in a positive way, or in the form of allowing unverified or misleading information to be circulated and disseminated. (Kan, 2021)

According to the results of a study conducted during the SARS epidemic in Hong Kong, those with moderate anxiety were more likely to take comprehensive precautions against infection (Leung, et al., 2005). Those with extreme or low levels of anxiety were less likely to take the necessary steps to prevent the spread of transmissible disease. These findings highlight the importance of striking a delicate

balance between excessive psychological reassurance or normalization and unnecessary panic in public health information.

One of the simple but most effective ways to deal with our fears and anxieties is to get our information from reliable sources. The feeling of panic and health anxiety can cause those who show signs of illness to seek irrational solutions. As in all areas of health, scientific knowledge based on reason, experiment and observation should be considered during epidemics. Taking and applying personal protection measures can be prevented by extremely increasing the dimensions of the danger with unscientific suggestions, misinformation, or vice versa, by normalizing the process.

3.5.Organizational Effects Of The Covid-19 Pandemic

COVID-19 has triggered changes in many areas such as the working methods, wages, occupational health and safety measures, training and development activities in working life. In the face of an extraordinary situation such as the COVID-19 epidemic, which was mentioned in detail in the previous section, the existing labor legislation was insufficient and some new regulations were introduced regarding labor relations, some permanent and some specific to the epidemic period (Hekimler, 2020). In this context, with the effect of restrictions in some companies, business trips were postponed, meetings started to be held online, and many other similar activities were either canceled or postponed to an indefinite date (Demir, 2020).

In this new period entered with COVID-19, assumptions have changed and new ways of doing business have occurred (Hacı, Kara, & Meydanlı, 2020). The remote working method, which is one of the flexible working models, has gained importance in terms of both moderating the negative effects of this process on the economy and protecting public health (Tuna & Türkmendağ, 2020). However, this way of working has affected the service sector, which is more applicable. So much so that although some jobs in the service sector are more suitable for remote working, the situation has not been the same for blue-collar workers in the industrial sector (İlhan, 2020)

Considering that one of the labor force segments that effects by the COVID-19 epidemic are blue-collar workers, it is concluded that the most serious economic effects of the epidemic will indeed occur in income losses due to employment loss (Attar, 2020)

In the research conducted by (Delen & Peksan, 2020) on blue-collar workers called "Unionized workers working in industrial enterprises in the first period of the epidemic", after the epidemic, there was no change in the working style of 83% of the participants, while there was no change in the wages of 99%. However, 92% of the participants stated that they had a fear of carrying a disease to their family members.

According to a study conducted by (KPMG, 2020) , 52% of organizations try to provide a sustainable working environment with paid leave; On the other hand, the working conditions in the pre-COVID-19 period continue in 31% of the organizations. Shift working and short working are among the preferred arrangements in this period.

From an economic point of view, it is seen that many organizations are experiencing financial difficulties or at least trying to use their financials more effectively due to the effect of the pandemic (Hacı, Kara, & Meydanlı, 2020). The International Labor Organization (ILO) predicts that the virus and the economic shocks it will cause will affect the working life in three basic dimensions. These dimensions are;

- Number of jobs (both underemployment and unemployment),
- Quality of work (access to social protection, wages),
- Impacts on certain groups (women, self-employed, migrant workers) who become more vulnerable as a result of negative labor market outcomes (ILO, 2020)

The Chartered Institute of Personnel and Development surveyed UK workers in June to examine their work experience during the COVID-19 pandemic. According to the results of this research;

- 55% of employees on leave and 28% of employees on leave stated that their financial security has deteriorated since the beginning of the pandemic.
- It is observed that the workload of key employees has increased.

- 21% of those who continue to work state that they are not satisfied with the health and safety measures taken. At the same time, 32% of employees are concerned about contracting and spreading COVID-19 in the workplace.
- 69% of employees state that they are satisfied with the response of their businesses during the pandemic, and 67% state that their employers are supportive. (CIPD, 2020)

The study "Living, working and COVID-19" conducted by the European Foundation for the Improvement of Living and Working Conditions (2020) with 91,753 participants worldwide (87,447 participants live in Europe), examining the effects of the pandemic on the way of living and working. According to their preliminary findings, employees appear to have widespread emotional distress, financial anxiety, and low levels of trust in institutions.

According to the results of the analysis made by the ILO (2020) on COVID-19 and working life, which is based on the forecasting model created by using the labor market and real-time economy data around the world;

- The infinite majority of workers around the world (94%) live in countries where various workplace closure measures are implemented.
- As a result of these large working time losses, substantial labor income losses occurred.
- Women's employment has greater risk than men's, especially with the effect of the failure in the service sector.
- The decreasing in employment figures affected more women than men overall.
- Many countries have adopted financial packages to struggle the crisis and support incomes and businesses (ILO, 2020)

According to the pandemic affecting the working life, businesses have also taken various measures. In Turkey, which constitutes an important part of the study, the T.R. Ministry of Family, Labor and Social Services (2020) explained "the measures to be taken against the coronavirus (COVID-19) in the workplaces" as follows:

- Establishment of the preparation team and its duties: An introductory team should be established in the workplace, in the areas of cleaning and service, in coordinating external and internal communication, and in carrying out the

work on the measures to be taken for emergency plans. This team to be formed is made with the measures to be taken by the committee if there is an occupational health and safety committee in the workplace. In workplaces where it is not available, it is implemented under the coordination of the employer or employer's representative. The team to be formed will be executed by an occupational safety specialist, workplace doctor and other health personnel, employee representative and, if possible, people who have received first aid training or have experience in first aid training.

- Risk and emergency plan assessment: Risk analysis for COVID-19 should be done in the workplace. It is necessary to organize the activities carried out and to make the planned measures against epidemic diseases suitable for COVID-19. Employees should be informed about these updated emergency plans.
- Preventing the spread of the epidemic: Some measures should be taken in the workplace in order to prevent or slow down the spread of the epidemic. Employees should be informed about taking their temperature and washing their hands before starting work. Measures should be taken to maintain social distance in the workplace. Posters/posters/instructions explaining the rules and the importance of hand hygiene should be hung. If an employee is found to have COVID-19, employers should contact their healthcare provider and inform their other employees about the possibility of exposure to COVID-19.
- Paying attention to cleaning and hygiene rules: Attention should be paid to the cleanliness of public areas and hygiene conditions should be followed. Workplace visits should be restricted. Working areas should be ventilated for certain periods.
- Travel and meetings: Persons returning from abroad should follow the 14-day rule and isolate themselves. Business trips should be postponed as much as possible or carried out by remote communication.
- Suspicion of COVID-19 or interaction: The person thought to be infected with coronavirus should be isolated from other employees, wear a mask and be examined by an occupational physician. The relevant health institution of the Ministry of Health should be contacted and referral should be made to the relevant places. (T.C. Aile Çalışma ve Sosyal Hizmetler Bakanlığı, 2020)

According to the report of McKinsey and Company (2020), the measures that will be effective in managing the COVID-19 process of the business world are as follows:

- Employees should be protected: In this context, regulations should be made to protect the health of employees.
- A COVID-19 team should be formed: The working areas of this team should consist of monitoring the health of employees, managing financial risk, developing a crisis plan, controlling the supply chain, preparing marketing and sales plans for customer demands, and ensuring coordination and communication with relevant external stakeholders.
- Liquidity management should be strengthened: Companies should prepare scenarios that reveal expense and income risks by evaluating market and sector dynamics with data, analysis and expert opinions.
- Balance the supply chain: Companies should take an inventory and identify disruptions to current or potential product supply throughout the entire supply chain.
- Companies should be close to their customers: Customers' demands should be taken into account, and applications should be made for them.
- The plans made should be implemented: In this context, companies can benefit from simulations. Thus, predictions can be made for new conditions.
- Social services should be deepened: Companies should establish support mechanisms for the society they are in. In this context, companies can apply for social responsibility policies (McKinsey, 2020)

According to the (ILO, 2020) observation note on COVID-19 and working life, low- and lower-middle-income countries should address five main challenges as part of policy measures;

- As a result of increasing infection numbers, it is necessary to find the right order and balance between health, social and economic policy interventions.
- Policy involvements should be made effective and efficient and their continuity should be ensured.
- The incentive gap in emerging and developing countries should be reduced.
- Policy support should be tailored to the needs of hard-hit and vulnerable groups, including informal workers, youth and women.

- Social dialogues should be utilized as an effective mechanism for policy measures in the context of struggling the crisis.

In workplaces with more than 50 employees, the Occupational Health and Safety committees, which are obligatory to be established in the workplace, are required to determine the measures to be taken in arrival, departure, workplace and work areas for COVID-19, and to ensure that the measures they recommend are taken in this context and to monitor the process (TMMOB, 2020)

3.5.1. Business Practices for the COVID-19 Pandemic

The world's fastest response to COVID-19 has resulted in the alteration of workplaces. Accordingly, working from home has become the new normal and digitalization has begun to take place not only between customers and the company, but also between employees and employers (Kirby, 2020). Due to economic difficulties and being aware of possible risks, companies have come to the fore with practices such as remote working, unpaid leave or dismissal for their employees (Tuna & Türkmendağ, 2020)

3.5.2. Remote Work

The concepts of working at home and working remotely should not be confused with each other. Working at home can contain many different types of work (Karadeniz, 2011). Working at home can be carried out in the form of caring for a person in need of care in the family, besides in the form of doing some work of an employer in his own home or in someone else's home (Kandemir, 2014). This form of work is defined in the Turkish Code of Obligations No. 6098 under the title of "Work at Home Contract" 461-469. It is regulated by its articles (Özveri, 2020)

Remote work is defined in Article 14 of the Labor Law under the title of "working on call and remote work". Remote work necessarily requires working in combination

with a physical institution/company headquarters. Working from home does not necessarily cover this obligation (Yazıcı, 2020) .Accordingly, it would be appropriate to consider the work carried out by businesses due to the pandemic as "remote work".

Remote work is defined in the 4th paragraph of the 14th article of the Labor Law No. 4857, as “the employment relationship established in writing, based on the principle that the employee performs work within the scope of the work organization established by the employer at home or outside the workplace with technological communication tools”. Accordingly, in the employment contract to be made; The way the work is done, its definition, the duration and place of the work, the issues regarding the payment of wages and salaries, the equipment provided by the employer and the obligations regarding their protection, the employer's communication with the worker, and the special and general working conditions should be included (T.C. Resmi Gazete, 2003). Under normal circumstances, the employee's simple refusal to work remotely does not constitute a "valid" reason for the employer to terminate the employment contract, the employer must prove that the change is based on a valid reason. In cases of necessity such as an epidemic, it can be argued that the "lawful reason" condition is fulfilled (Yönt, 2020)

According to the report "The Future of Work: Maintaining Organizational Resilience in the Remote Working System" by Deloitte (2020), while the rate of companies that had a remote working application in Turkey before the pandemic was 24.2%, 75.8% of the companies had not a remote working application. During the pandemic process, 48.7% of companies converted to remote work. To look at the results in more detail;

- • It is seen that the most difficult subject in the transition to the remote working process is “culture and habits” with a rate of 43%, followed by organizational structure, customer expectations and technology infrastructure.
- • It is observed that the units that have the most difficulty in the context of “culture and habits” in the practice of working from home are the sales and human resources department, which is fed by the energy of being constantly interaction.

The results of the “The Impact of the Coronavirus Epidemic on Business Life” research conducted in cooperation with Mercer Turkey and PERYÖN showed that providing employee motivation comes first among the biggest challenges (40.7%) brought by the transition to the remote working process. Employees' performance management process, lack of technological infrastructure, communication and working with children at home are listed as other prominent difficulties. (Mercer Turkey & Peryön, 2020)

In the study of (Tuna & Türkmendağ, 2020) "Distance Working Practices and Factors Affecting Working Motivation During the COVID-19 Pandemic Period", the prominent results are as follows;

Some categories have been created for the problems experienced in working from home. These categories are problems related to the work structure, working conditions, communication problems, physical and psychological problems.

- • One of the most important differences with the transition to working from home has been the extending of working hours.
- • Some employees stated that their motivation decreased due to the increase in the workload at home, the unsuitability of the home working environment to work, the deterioration of the direction in the workplace, the anxiety and uncertainty about the future at work, layoffs, and the inability to work in a social environment as in the workplace.
- • Some employees stated that working from home increases their motivation. Among the factors that increase motivation, there are financial advantages, being able to spend more time at home, saving time and spare time for housework, and being in a safe and healthy environment (Tuna & Türkmendağ, 2020)

In this context, it is seen that remote working has aspects that increase and decrease motivation for employees. As a result of remote working, it is seen that the working conditions are sustained, the workload at home increases, and anxiety and uncertainty occur. On the other hand, it is undeniable that it saves time and provides a safe environment.

3.5.3. Unpaid Leave of Absence

With the Law No. 7244 and dated 16.4.2020, “The Law on reducing the effects of the novel coronavirus (COVID-19) epidemic on economic and social life and amending some Laws”, the opportunity to allow the employer to use unilateral unpaid leave has entered the working life (Alp, 2020). According to the law numbered 7244, “The employer may allocate the worker to unpaid leave, in whole or in part, for a period not exceeding three months from the effective date of this article. Taking unpaid leave within the scope of this article does not give the worker the right to terminate the contract with just cause.

3.5.4. Annual Leave

Due to the epidemic, it is possible for the employer to give paid leave to employees within the scope of the management right, and it is specified that the employer can apply collective leave with the 10th article of the Annual Paid Leave Regulation (Şahin Hukuk , 2022) According to this article, “The employer or employer's representative may apply collective leave covering all or some of the workers between the beginning of April and the end of October” and “The periods of collective leave may be determined to include the workers who have not yet earned the right to annual paid leave during these periods” (T.C. Resmi Gazete, 2003) In the case of collective leave, these leaves are deducted from the annual paid leaves of the employees and the annual leave of the next year for those who do not deserve the leave (Çolak, 2020).

3.5.5. Short Term Working Allowance

Short-time working allowance is an application that provides income support in the workplace in cases where the weekly working hours in the workplace are temporarily reduced by at least one third due to general economic, sectoral, regional crisis or compelling reasons, or in cases where the activity in the workplace is stopped

completely or partially for at least four weeks without seeking continuity. ” (İŞKUR, 2020). This allowance is applied to the insured employees for the period they cannot work, not to exceed three months. In this context, the coronavirus is accepted as a compelling reason (Neziroğlu Hukuk, 2020)

For the short-time working application at the workplace, “The employer; It is necessary to apply to İŞKUR that the working time in the workplace has stopped or significantly decreased due to general economic, sector-based, local crisis or compelling reasons, and it should be determined that the workplace is affected by these processes as a result of the eligibility for short-time working by the Labor Inspectors (İŞKUR, 2020). For the employee to benefit from the short-time working allowance;

- The employer's request for short-time work and its approval as a result of the examination to be carried out by the labor inspectors,
- The employee who is subject to short-time employment has met the premium payment conditions and working hours at the start of the short-time employment (in short-time employment applications made due to COVID-19, having paid 450 days of premium in the last 3 years, provided that the service contract is subject for the last 60 days),
- As a result of the examination by labor inspectors, the employee's information should be included in the list of people who will participate in the short study (İŞKUR, 2020).

3.5.6. Compensatory Work

If the employer decides to work significantly below the normal working hours in the workplace (such as an epidemic due to compulsory reasons, if no results can be obtained with paid and unpaid leave options), or if the work is forced to stop, "compensatory work" may be applied (Çolak, 2020). In this context, according to Article 64 of the Labor Law (2003), “Working significantly below the normal working hours in the workplace or completely on vacation due to compelling reasons, suspension of the workplace before or after national holidays and general holidays or

similar reasons, or at the request of the worker, the employer may make compensatory work for the periods not worked within four months”.

3.5.7. Prohibition of Termination

A temporary article was added to the Labor Law dated 22.5.2003 and numbered 4857, pursuant to the Law no. 7244, which was published in the T.C Resmi Gazete and was endorsed to reduce the effects of the COVID-19 epidemic on economic and social life. According to this article, "All kinds of employment or service contracts, for three months from the date of entry into force of this article, except for cases that do not comply with the ethical and kindness rules in the first paragraph of Article 25 (II) and the relevant provisions of other laws and for similar reasons, the employee cannot be terminated by employer”. This ban has been enter as of July 1, 2021. (T.C. Resmi Gazete, 2003)

In this section, the COVID-19 pandemic is mentioned, symptoms, measures taken, ways of protection, and its effects on business life and management practices are evaluated. As can be seen in detail in the chapter, the COVID-19 pandemic has triggered many changes in working life. To cope with the pandemic, businesses have tried to take various measures with the influence of legal regulations. In this context, temporary closure of workplaces, remote working practices, short-time working allowance, and the introduction of new regulations on occupational health and safety in the workplace can be given as examples.

Change Management practices appear to have played a very important role in this period. Working environments, change projects, human resources management, occupational health and safety, training and development have been functions that have been greatly affected by these changes. The next section includes field research on change management, crisis management, and the COVID-19 pandemic through the eyes of working professionals. In this context, the methodology of the study, the findings and the evaluation of these findings will be discussed.

Chapter 4
4. METHODOLOGY

In the previous parts of the study, the concepts related to change management and the pandemic period, which were determined in line with the purpose of the thesis, were discussed in detail. In this section, the model of the study will be explained and answers will be required to the hypotheses produced through the model.

4.1. Research Model and Hypotheses

The study is a descriptive study in relational screening model in order to determine the ideas of the people working in the public and private sectors on how the change management process of the companies they work with during the pandemic process and to reveal the participants profiles and their perspectives on the process. "Description is the first step to understand and explain the circumstances. In this respect, scientific activities begin with the description of cases. Thus, the circumstances can be grouped correctly and the relationships between the occasions can be determined" (Kaptan, 1998: 59). "The relational screening model is a model that aims to reveal the existence and/or degree of the relationship between two or more variables. However, the relationship revealed through this model is of the nature to provide some indications on the subject, rather than interpreting it as a definite cause-effect relationship (Karakaya, 2012: 68). In this study, the relationship between the demographic characteristics of the participants, their perspectives on remote work and change management was tried to be defined with the relational survey model.

For this purpose, survey management was adopted. The questionnaire is one of the methods of giving information about the participant himself or his thoughts, usually by means of paper and pencil or, with the development of technology, virtually on the internet. The advantages of the survey method are that it costs less and reaches larger audiences in a shorter time. In this way, it is easier to increase the degree of external validity of the study by expanding the study population and sample (Kaptan, 1998:139). In addition, the independence of the survey is high due to the anonymous collection of data. Determining the questions and answers as multiple choice in survey

studies increases the classifiable and comparable quality of the collected data. Thus, the analysis of the data and the clarification of analyze are simplified (Kaptan, 1998: 139).

H1: According to the demographic characteristics of the participants, there is a significant difference in their perceptions of remote working.

H1a: According to gender difference, there is a significant difference in their perceptions of remote working.

H1b: According to marital status, there is a significant difference in their perceptions of remote working.

H1c: There is a difference in their perceptions of remote working according to age.

H1d: There is a significant difference in their perceptions of remote working according to their professional seniority.

H1e: There is a significant difference in their perceptions of remote working according to their work in the public or private sector.

H1f: There is a significant difference in their perceptions of remote working according to the size of the organization they work for.

H1g: There is a significant difference in their perceptions of remote working according to the capital structure of the organization they work for.

H1h: There is a significant difference in their perceptions of remote working according to their professional position.

H2: According to the demographic characteristics of the participants, their perspectives on change management transformation significantly.

H2a: Perspectives on change management differ significantly according to gender differences.

H2b: Perspectives on change management differ significantly according to marital status difference.

H2c: Perspectives on change management differ significantly according to age difference.

H2d: Perspectives on change management differ significantly according to professional seniority.

H2e: Perspectives on change management differ significantly according to their work in the public or private sector.

H2f: Perspectives on change management differ significantly according to the size of the institution they work for.

H2g: Perspectives on change management differ significantly according to the capital structure of the institution they work for.

H2h: Perspectives on change management differ significantly according to their professional position.

H3: There is a significant and direct relationship between demographic characteristics and remote work.

H3a: There is a significant relationship between gender and the perspective towards remote work.

H3b: According to the difference between marital status and perspectives on remote working, the perspectives on change management differ significantly.

H3c: There is a significant relationship between age and perspective towards remote work.

H3d: There is a significant relationship between professional seniority and the perspective towards remote work.

H3e: There is a significant relationship between working in the public or private sector and the perspective towards remote work.

H3f: There is a significant relationship between the size of the institution and the perspective towards remote working.

H3g: There is a significant relationship between the capital structure of the institution and the perspective towards remote working.

H3h: There is a significant relationship between the professional position and the perspective towards remote work.

H4: There is a significant and direct relationship between demographic characteristics and change management perception.

H4a: There is a significant relationship between gender and change management perception.

H4b: According to the difference between marital status and change management perception, the perspectives on change management differ significantly.

H4c: There is a significant relationship between age and perception of change management.

H4d: There is a significant relationship between professional seniority and change management perception.

H4e: There is a significant relationship between working in the public or private sector and change management perception.

H4f: There is a significant relationship between the size of the institution and change management perception.

H4g: There is a significant relationship between the capital structure of the institution and change management perception.

H4h: There is a significant relationship between professional position and change management perception.

H5: There is a significant and positive relationship between the perspective towards remote working and the perception of change management.

H6: There is a significant and positive relationship between the workplace during the pandemic period and the perspective towards remote work and the perception of change management.

H7: There is a significant and positive relationship between the current workplace and the perception of change management.

H8: There is a significant and positive relationship between the change in the workplace during the pandemic and the perception of change management.

H9: There is a significant and positive relationship between the thought that the change in working conditions will continue and the perception of change management.

H10: There is a significant and positive relationship between the thought that the change in working conditions during the pandemic period affects productivity positively and the perception of change management.

2.3.1.1 The Research Model

According to the study, demographic components affect the remote work perception of individuals. It generates the differentiation between people has different age, marital status and gender. Remote work leads to dissimilar insight for altered personalities. Moreover, demographic properties affect the change management perception directly. Individuals had different place of work during the pandemic. These diversity occurs different perception of remote work. Also, current place of work affects the remote work insight directly. Individuals that have different perception for the continuity of change and it generates the dissimilar opinion for the efficiency of remote work and change management directly. These interactions shown the Figure 12.

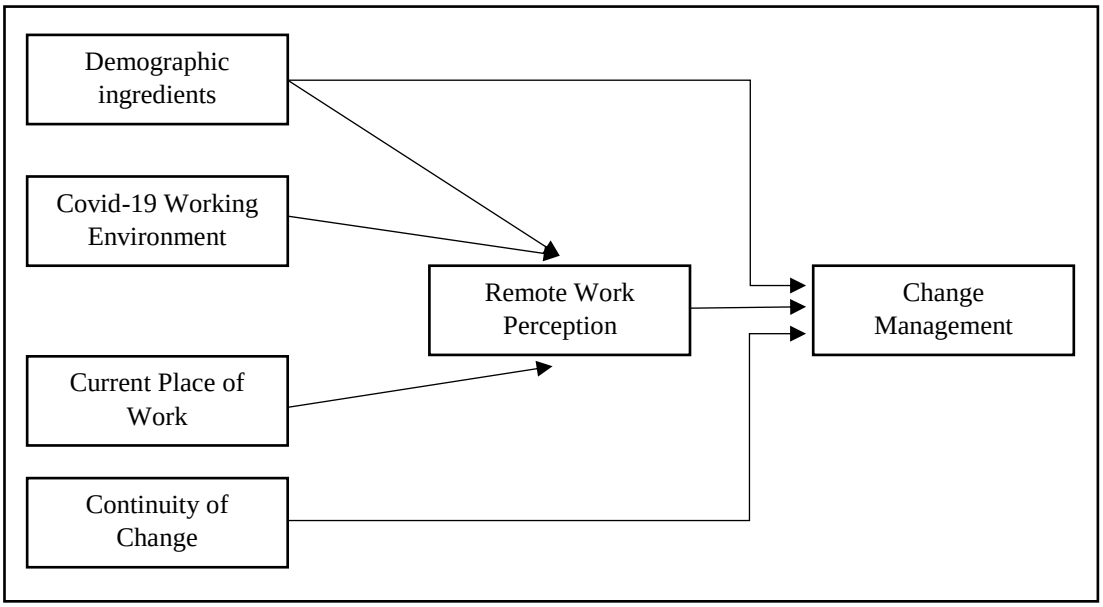

Figure 12: Research Model

4.2.Population and Sample of the Research

The universe of this research consists of individuals working in the public and private sectors. The sampling frame, which is the sample group of the universe determined for the research, was determined by the random sampling method. The random sampling method is the sampling that occurs as a result of taking a part of the universe in any way according to the sample size determined in the research. The systematic random sampling subtype, which is one of the random sampling methods, was preferred. The main reason for choosing this sampling method is; the people to be included in the sample are primarily working in a public or private sector. In addition, cost and time savings through sympathetic channels is another reason why this method is preferred. The facts were collected from 396 individuals in the public and private sectors.

4.3.Data Collection

The survey application, which was determined and prepared as a data collection tool, was sent to public and private sector employees virtually on the internet and was processed after receiving feedback from 396 people.

In the process of preparing the questionnaire, it was prepared under three headings as "change in working conditions after Covid", "remote working" and "change management" in accordance with the purpose of the research. These sections in the questionnaire were combined and applied together, including the demographic characteristics of the participants. In the demographic features section, variables related to the participants' gender, marital status, age, professional seniority, working in the private or public sector, the size of the institution they work for, the capital structure of the institution and their professional position are included.

The survey has four parts. The first part aims to identify the demographic context of the participants. The second part targets to explain the change of the working conditions of the contributors after pandemic period. The third part aims to explain the remote working model from the individual’s perspective. The last part includes the

change management questions. It aims to summarize change management method during the covid-19 pandemic period. The survey questions are taken and adopted from master thesis study of (Yılmaz, 2014).

4.4.Reliability and Normality Analysis

Even if many methods are used to test the reliability of a scale, the most commonly preferred one in the field of social sciences is Cronbach's Alpha coefficient (Ural and Kılıç, 2011: 286). Cronbach's Alpha; it shows the power, validity and reliability of the scale in measuring a variable (Özdamar, 2011: 604).

Cronbach's Alpha is the weighted standard deviation mean obtained by dividing the sum of the variances of the variables in the scale by the general variance and takes a value between 0 and 1. Cronbach's Alpha coefficient (Özdamar, 2011: 605);

- If $0.00 \leq \alpha < 0.40$, the scale is not reliable,
- If $0.40 \leq \alpha < 0.50$, the scale is very low reliable,
- If $0.50 \leq \alpha < 0.60$, the scale is low reliable,
- If $0.60 \leq \alpha < 0.70$, the scale is sufficiently reliable,
- If $0.70 \leq \alpha < 0.90$, the scale is highly reliable,
- If $\alpha \geq 0.90$, the scale is very reliable.

4.4.1. Reliability Analysis of the Survey in General

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Sig.
,736	,586	,000

Table 1: Reliability Statistics 1

As a result of the reliability analysis of the questionnaire generally applied with the Cronbach's Alpha coefficient method made with the SPSS 20 Program, the

significance level of the questionnaire was found to be 0.05 at a significance level of .000 < 0.05, it is concluded that the items that make up the questionnaire are homogeneous and not related to each other. As a result of the reliability analysis of our questionnaire, which consists of 38 questions, the Cronbach's Alpha value is 0.736, which indicates that the questionnaire is highly reliable.

4.4.2. Reliability Analysis of Questions Regarding Change Management Perception

Reliability Statistics		
Cronbach's Alpha	N of Items	Sig.
,896	11	,000

Table 2: Reliability Statistics 2

As a result of the reliability analysis applied to the questions about change management perception with the Cronbach's Alpha coefficient method made with the SPSS 20 Program, the significance level was found at 0.05 significance level and the significance level was .000 < 0.05, it is concluded that the items forming the questionnaire were homogeneous and not related to each other. The Cronbach's Alpha value of 0.896 as a result of the reliability analysis of the questions on change management perception, consisting of 11 questions in total, shows that the scale is highly reliable.

4.4.3. Normality Analysis

The data obtained in this study were analyzed with the SPSS 20. In order to determine the analyses that should be applied to the variables, first of all, the normality test was applied to determine whether they were parametric or non-parametric. The assumptions of the parametric test are that it is normally distributed, the number of subjects is more than 30, and the data are quantitative (likert).

Normality Analysis

Descriptives				
			Statistic	Std. Error
Remote Work	Mean		2,3975	,01742
	95% Confidence Interval for Mean	Lower Bound	2,3632	
		Upper Bound	2,4317	
	5% Trimmed Mean		2,3954	
	Median		2,4285	
	Variance		,120	
	Std. Deviation		,3461	
	Interquartile Range		,4761	
	Skewness		,093	,123
	Kurtosis		-,241	,245
Change Management	Mean		3,9072	,03974
	95% Confidence Interval for Mean	Lower Bound	3,8291	
		Upper Bound	3,9854	
	5% Trimmed Mean		3,9427	
	Median		3,9091	
	Variance		,624	
	Std. Deviation		,7901	
	Interquartile Range		1,2727	
	Skewness		-,386	,123
	Kurtosis		-,567	,245

Table 3: Normality Analyze

The above table was obtained when the normality test was applied to the question groups regarding the perspective of remote work and the perception of change management in the SPSS 20 program. According to Tabacknick and Fidell, Skewness and Kurtosis values between -1.5 and +1.5 are sufficient to accept that the data are normally distributed (Tabachnick and Fidell, 2013). In line with the normality test we conducted, the Skewness value of the remote working perspective was 0.093 and the Kurtosis value was -0.241. The Skewness value of the change management perception was -0.386 and the Kurtosis value was -0.567.

Table 4: Test of normality

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Remote Work	,042	395	,096	,994	395	,091
Change	,089	395	,124	,955	395	,098
a. Lilliefors Significance Correction						

In addition, the sig. looking at their values (0.096 and 0.091) for remote working; It is seen that for the change (0.124 and 0.098). The fact that these two values are greater than 0.05 indicates that the study is normally distributed. In line with both Kolmogrov-Smirnow and Shapiro-Wilk values and Skewness and Kurtosis values, it was accepted that the study was normally distributed and it was decided to apply parametric tests during the analysis process.

4.5.Analysis of Data

4.5.1. Descriptive Statistics on Demographic Variables

Gender				
		Frequency	Percent	Cumulative Percent
Valid	Female	170	43,0	43,0
	Male	225	57,0	100,0
	Total	395	100,0	

Table 5: Descriptive Statistics Gender

According to the table above, the gender information of the people who participated in our survey; 43% (170) are female, 57% (225) are male. The total number of participants is 395 people.

Marital Status				
		Frequency	Percent	Cumulative Percent
Valid	Married	141	35,7	35,7
	Single	254	64,3	100,0
	Total	395	100,0	

Table 6: Descriptive Analyses Marital Status

The marital status information of the people who participated in our survey is shown in the table above. While 35.7% (141) of the participants were married, 64.3% (254) were single.

Age				
		Frequency	Percent	Cumulative Percent
Valid	18-25	112	28,4	28,4
	26-35	223	56,5	84,8
	36-45	44	11,1	95,9
	46+	16	4,1	100,0
	Total	395	100,0	

Table 7: Descriptive Analyses Age

Information about the ages of the people who participated in our study is shown in the table above. Of the total 395 participants, 28.4% (112) were between the ages of 18-25, 56.5% (223) were between the ages of 26-35, 11.1% (44) were between the ages of 36-45 and finally 4.1% of the participants of them are in the age group of 46 and over.

How long have you been working in your institution?				
		Frequency	Percent	Cumulative Percent
Valid	Less than 1 Year	127	32,2	32,2
	1-3 year	120	30,4	62,5
	4-7 year	102	25,8	88,4
	More than 8	46	11,7	100,0
	Total	395	100,0	

Table 8: Descriptive Analyses Tenure

The data regarding the tenure of the participants in the institution where they work is shown in the table above. According to the table, 32.2% of the participants have been working for less than 1 year, while 30.4 of them have been working for 1-3 years. When these two groups are combined, it is seen that 62.6% of them have been working in the institutions they work for less than 3 years. While 25.8% of the participants work for 4-7 years, the rate of those who work for 8 years or more is 11.7%.

Area			The size of the organization			The capital structure		
Valid	**n**	**%**	**Valid**	**n**	**%**	**Valid**	**n**	**%**
Private	336	85,1	Grand company	310	78,5	Local	164	41,5
Governmental	39	9,9	SME	85	21,5	International	155	39,2
Others	20	5,1				Local and International Partnership	76	Local and International Partnership
TOTAL	395	100	TOTAL	395	100	TOTAL	395	100

Table 9: Type of the Organization

The table above shows the sector in which the survey participants work, the size of the institution and the capital structure of the institution they work in. It is seen that the majority of the participants work in the private sector, 85.1% and 78.5% in large enterprises. On the other hand, the capital structure of the institution they work for, 41.5% of them work in institutions with local capital, 39.2% in institutions with international capital, and 19.2% in institutions with local and international partnerships. When the table above is examined, it is seen that a homogeneous distribution cannot be obtained between the sectors of the participants and the size of the institution they work for.

Title		Frequency	Percent	Cumulative Percent
Valid	Manager	48	12,2	12,2
	Specialist	111	28,1	40,3
	Jr. Specialist	41	10,4	50,6
	Executive	86	21,8	72,4
	Owner	14	3,5	75,9
	Blue-collar	26	6,6	82,5
	State official	35	8,9	91,4
	Intern	34	8,6	100,0
	Total	395	100,0	

Table 10: Title

In the table above, the data regarding the positions of the participants in the institution they work in are given. According to the table, the majority of the participants are experts with 28.1%. Managers are the other occupational group with the highest participation rate with 21.8%. With 3.5%, company owners have the lowest rate among the participants.

Where did you work during the Covid-19?			Where are you working?		
Valid	**n**	**%**	**Valid**	**n**	**%**
Remote	147	37,2	Remote	91	23,1
Office / Field	97	24,6	Office / Field	170	43
Hybrid	94	23,8	Hybrid	134	33,9
Not working	57	14,4			
TOTAL	395	100	TOTAL	395	100

Table 11: Remote Work

In the table above, the figures regarding the way of working of the participants during the Pandemic and their current way of working are given. According to the table, 37.2% of the participants work from home or remotely during the pandemic process, while the rate of people working from the office/field or hybrid is approximately 24%. The rate of people who have never worked during the pandemic process has been determined as 14.4%. With the end of the pandemic and the start of the normalization process, 23.1% of the participants still work from home or remotely,

while 43% of them started to work from the office or from the field. After the pandemic, the rate of employees according to the hybrid working system is 33.9%.

4.5.2. Hypothesis Tests

2.3.1.1 Difference Tests

In order to test whether there was a significant difference between the demographic information of the participants and the perception of organizational health and employee performance, the independent sample t-test was applied to the two-choice questions in the SPSS 20 program, and the anova test to the multiple-choice questions.

Independent Samples Test									
	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Remote work	,943	,332	-1,357	393	,176	-,047	,035	-,116	,021
			-1,356	363,23	,176	-,047	,035	-,116	,021
Change Management	1,020	,313	-,112	393	,911	-,008	,081	-,167	,149
			-,112	371,52	,911	-,008	,079	-,166	,148

Table 12: Independent sample test 1

In the table above, it has been examined whether there is a significant difference between the perception of remote work and the perspectives on change management according to the gender of the participants. As a result of the test, sig. considering its values, it can be said that there is no significant difference between gender, perception of remote work and perspectives on change management, since it is greater than 0.05. In other words, the fact that the participants are male or female does not cause a significant difference between the perception of remote work and their perspectives on change management.

In this direction, H1a “There is a significant difference in their perceptions of remote working according to gender difference.” and H2a “Perspectives on change management differ significantly according to gender difference” hypotheses are rejected

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Remote Work	Between Groups	,651	3	,217	1,823	,142
	Within Groups	46,549	391	,119		
	Total	47,201	394			
Change Management	Between Groups	2,484	3	,828	1,330	,264
	Within Groups	243,416	391	,623		
	Total	245,899	394			

Table 13: Anova test 1

In the table above, it has been examined whether there is a significant difference between the perception of remote work and the perspectives on change management according to the age of the participants. As a result of the test, sig. Considering its values, it can be said that there is no significant difference between age, perception of remote work and perspectives on change management, since it is greater than 0.05.

Accordingly, the hypotheses H1c "There is a difference in perceptions of remote working according to age difference" and H2c "There is a significant difference in perspectives on change management according to age difference" are rejected.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Remote Work	Between Groups	,129	4	,032	,267	,899
	Within Groups	47,072	390	,121		
	Total	47,201	394			
Change management	Between Groups	12,674	4	3,169	5,299	,000
	Within Groups	233,225	390	,598		
	Total	245,899	394			

Table 14: Anova test 2

In the table above, it has been examined whether there is a significant difference between the perception of remote work and their perspectives on change management according to the professional seniority of the participants. As a result of the test, sig. Considering the values, since the sig value of the change variable, which represents the perspective on change management, is less than 0.05, there is a significant difference between professional seniority time and the perspective on change management, while the sig. Since the value is greater than 0.05, it can be said that there is no significant difference between the professional seniority period and the perception of remote work.

In this respect, the hypothesis of H1d "There is a significant difference in perceptions of remote working according to professional seniority" is rejected, while the hypothesis of H2d "Perspectives on change management differ significantly according to professional seniority" is rejected.

In order to examine the significant difference between change management perception and professional seniority in more detail, when Games-Howell analysis was performed in the SPSS 20 program, since the sig. value is less than 0.05, it is seen that there is a significant difference. The main conclusion to be drawn from the table below is that the participants have different approach before 3 years and after 5 years regarding an institution they work for or their business processes.

Multiple Comparisons
Dependent Variable: Change Management
Games-Howell

How long have you been working in your institution? How long have you been working in your institution?		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 1 year	1-3 year	,151	,104	,475	-,119	,421
	3-5 year	,434*	,101	,000	,174	,694
	5 +	-,0201	,123	,998	-,342	,302
1-3 year	Less than 1 year	-,151	,104	,475	-,421	,119
	3-5 year	,283*	,101	,026	,024	,543
	5 +	-,171	,123	,510	-,492	,151
3-5 year	Less than 1 year	-,434*	,101	,000	-,694	-,174
	1-3 year	-,283*	,112	,026	-,543	-,024
	5 +	-,454*	,119	,001	-,767	-,141

*. The mean difference is significant at the 0.05 level.
Table 15: Change Management Games-Howell test

The table below examines whether there is a significant difference between the participants' perception of remote work and their perspectives on change management according to the sector they work in. Considering the Sig. values as a result of the test, it can be said that there is no significant difference between the participants' perception of remote work and their perspectives on change management according to the sector in which they work, since the Sig. value is greater than 0.05 in both variables.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Change Management	Between Groups	,331	2	,165	,264	,768
	Within Groups	245,569	392	,626		
	Total	245,899	394			
Remote Work	Between Groups	,049	2	,025	,206	,814
	Within Groups	47,151	392	,120		
	Total	47,201	394			

Table 16: Anova test 3

In this respect, the hypotheses H1e "There is a significant difference in their perceptions of remote work according to their work in the public or private sector" and H2e "The perspectives on change management differ significantly according to their work in the public or private sector" are rejected.

Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Remote Work	,613	,434	-,581	393	,562	-,024	,042	-,108	,058
			-,610	143,321	,543	-,025	,041	-,104	,055
Change Management	14,067	,000	3,270	393	,001	,312	,095	,124	,501
			2,769	110,683	,007	,312	,112	,088	,536

Table 17: Independent sample test 2

In the table above, it has been examined whether there is a significant difference between the perception of remote work and the perspectives on change management according to the size of the institution where the participants work. As a result of the test, when the sig. values are examined, there is no significant difference between the size of the institution and the perception of remote work, since the sig. value of the remote working perception is greater than 0.05. However, when the sig. value of the change variable, which expresses the perception of change, is less than 0.05, it is said that there is a significant difference between the size of the institution where people work and their perspectives on change management. In other words, the fact that the participants work in a small-scale enterprise or work in a large-scale enterprise does not cause a difference in terms of remote working perceptions, but causes a significant difference between their perspectives on change management.

In this direction, the hypothesis of H1f "There is a significant difference in the perceptions of remote working according to the size of the institution" is rejected, while the hypothesis of H2f "The perspectives on change management differ significantly according to the size of the institution they work for" is accepted.

In the table below, it is examined whether there is a significant difference between the capital structure of the institution where the participants work, their perception of remote work and their perspectives on change management. As a result of the test, when the sig. values are examined, it can be said that there is a significant difference between the perspective of change management and the perception of remote work, since the sig. value of the perception of remote work is less than 0.05, the capital structure of the institution they work for, the perspective of change management and the perception of remote work.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Change Management	Between Groups	11,832	2	5,916	9,907	,000
	Within Groups	234,068	392	,597		
	Total	245,899	394			
Remote Work	Between Groups	,796	2	,398	3,362	,036
	Within Groups	46,405	392	,118		
	Total	47,201	394			

Table 18: Anova test 4

In this respect, the hypothesis H1g “There is a significant difference in perceptions of remote working according to the capital structure of the institution they work for” and H2g “The perspectives on change management differ significantly according to the capital structure of the institution they work for” are accepted.

In order to examine the meaningful difference between the perspective towards change management and the perception of remote work and the capital structure of the institution, when the Games-Howell analysis is performed in the SPSS 20 program, when the sig. values of the perspective towards change management are examined, it is found that there is a significant difference between people working in local capital institutions and other. In terms of remote working perception, when sig. values are examined, there is a difference between those working in local capital institutions and those working in international capital institutions, while there is a significant difference between those working in institutions with local and international partnerships.

Multiple Comparisons
Games-Howell

Dependent Variable	(I) Institution	Institution	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Change	Local	International	-,328*	,087	,001	-,534	-,123
		Local and International Partnership	-,388*	,106	,001	-,639	-,137
	International	Local	,328*	,087	,001	,123	,534
		Local and International Partnership	-,059	,102	,827	-,301	,181
	Local and International Partnership	Local	,388*	,106	,001	,137	,639
		International	,059	,102	,827	-,181	,301
Remote Work	Local	International	,096*	,037	,028	,008	,185
		Local and International Partnership	,018	,051	,929	-,102	,139
	International	Local	-,096*	,037	,028	-,185	-,008

		Local and International Partnership	-,078	,051	,279	-,199	,042
	Local and International Partnership	Local	-,018	,051	,929	-,139	,101
		International	,078	,051	,279	-,042	,199

*. The mean difference is significant at the 0.05 level.

Table 19: Institution Type Games-Howell

4.5.3. Correlation Tests

Correlation analysis is performed to determine the direction and strength of the linear relationship between two random variables. Although different correlation coefficients have been developed for different situations, the best known of these coefficients and the most frequently used one in the field of social sciences is the Pearson correlation coefficient. The Pearson correlation coefficient is obtained by dividing the covariance of two random variables by the product of the standard deviations of these two random variables. This coefficient takes a value between (-1) and (+1). A positive coefficient represents a direct linear relationship between the variables, and a negative coefficient represents an inverse linear relationship (Altındağ, 2011). The closer the absolute value of the coefficient is to 1, the stronger the relationship between the two variables.

According to (İslamoğlu & Alnıaçık, 2014);

• The correlation between 0.1 and 0.3 is weak,

• Correlation between 0.3 and 0.5 is moderate,

• Strong correlation between 0.5 and 0.8,

• If it is greater than 0.8, there is a very strong correlation

The value of 0 for this coefficient indicates that there is no linear relationship between the variables included in the research. In the research, Pearson correlation analysis was conducted to determine whether there is a significant relationship between organizational climate and the perception of change, and to determine the direction of the relationship.

The above table was obtained as a result of the correlation analysis made in the SPSS 20 program. According to the table, those indicated with two stars (**) are correlated at the 0.01 significance level, and those with a single star (*) at the 0.05 significance level. When the hypotheses are checked one by one based on the table;

Correlations										
	Gender	Marital Status	Age	Tenure	Sector	The Size of the company	Capital Structure	Position	Remote work	Change
Remote Work	,068	-,031	-,110*	-,014	-,032	,029	-,050	,113*	1	
	,176	,534	,029	,783	,522	,562	,324	,024		
Change Management	,006	-,017	,016	-,102*	-,014	-,163**	,204**	-,007	-,257**	1
	,911	,737	,753	,043	,774	,001	,000	,894	,000	
N = 395										
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

H3a: Since the sig. value of the hypothesis "There is a significant relationship between gender and perspective towards remote work" is 0.176 > 0.05, there is no significant relationship. Therefore, the H3a hypothesis is rejected.

H3b: There is no significant relationship since the sig. value of the hypothesis "Perspectives on change management differs significantly according to the difference between marital status and perspectives on remote working", since the sig. value is greater than 0.176 > 0.05. Therefore, the H3b hypothesis is rejected.

H3c: Since the sig. value of the hypothesis "There is a significant relationship between age and perspective towards remote work" is less than 0.029 < 0.05, there is a statistically significant and negative relationship at the 0.05 significance level. Therefore, the H3c hypothesis is accepted.

H3d: There is no significant relationship since the sig. value of the hypothesis "There is a significant relationship between professional seniority and perspective towards remote work" is greater than 0.783 < 0.05. Therefore, the H3d hypothesis is rejected.

H3e: There is no significant relationship since the sig. value of the hypothesis "There is a significant relationship between working in the public or private sector and

the perspective towards remote work" is greater than 0.522 > 0.05. Therefore, the H3e hypothesis is rejected.

H3f: There is no significant relationship since the sig. value of the hypothesis "There is a significant relationship between the size of the institution and the perspective towards remote working" is greater than 0.562 > 0.05. Therefore, the H3f hypothesis is rejected.

H3g: There is no significant relationship because the sig. value of the hypothesis "There is a significant relationship between the capital structure of the institution and the perspective towards remote work" is greater than 0.324 > 0.05. Therefore, the H3g hypothesis is rejected.

H3h: Since the sig. value of the hypothesis "There is a significant relationship between the professional position and the perspective towards remote work" is less than 0.024< 0.05, there is a significant and positive relationship at the 0.05 significance level. Therefore, the H3h hypothesis is accepted.

H4a: Since the sig. value of the hypothesis “There is a significant relationship between gender and perception of change management” is 0.911 > 0.05, there is no significant relationship. Therefore, the H4a hypothesis is rejected.

H4b: There is no significant relationship since the sig. value of the hypothesis “Perspectives on change management differs significantly according to the difference between marital status and change management perception” since the Sig value is 0.737 < 0.05. Therefore, the H4b hypothesis is rejected.

H4c: Since the sig. value of the hypothesis “There is a significant relationship between age and perception of change management” is 0.753 > 0.05, there is no significant relationship. Therefore, the H4c hypothesis is rejected.

H4d: Since the sig. value of the hypothesis “There is a significant relationship between professional seniority and perception of change management” is 0.043 > 0.05, there is a significant and negative relationship at the 0.05 significance level. Therefore, the H4d hypothesis is accepted.

H4e: Since the sig. value of the hypothesis “There is a significant relationship between working in the public or private sector and the perception of change

management” is 0.774 > 0.05, there is no significant relationship. Therefore, the H4e hypothesis is rejected.

H4f: According to sig. value of the hypothesis “There is a significant relationship between the size of the institution and the perception of change management” is 0.001> 0.05, there is a significant and negative relationship at the 0.01 significance level. Therefore, the H4f hypothesis is accepted.

H4g: According to the sig. value of the hypothesis “There is a significant relationship between the capital structure of the institution and change management perception” is 0.894 < 0.05, there is a significant and positive relationship at the 0.01 significance level. Therefore, the H4g hypothesis is accepted.

H4h: Since the sig. value of the hypothesis “There is a significant relationship between the professional position and the perception of change management” is 0.236 > 0.05, there is no significant relationship. Therefore, the H4h hypothesis is rejected.

H5: “There is a significant and positive relationship between the perspective towards remote working and the perception of change management.” Since the sig. value of the hypothesis 0.000 < 0.05 is small, there is a significant and negative relationship at the 0.01 significance level. Therefore, the H4g hypothesis is accepted.

In the correlation table below, the participants' workplaces during the Pandemic process, their current workplaces, the opinion that the working conditions have changed during the Pandemic process, the outlook that the change in the pandemic process increases efficiency, the belief that the change in the pandemic process will continue, and the perception of remote work and the view on change management. The relationships between the viewpoints were examined. According to the table, those indicated with two symbols (**) are correlated at the 0.01 significance level, and those with a single symbol (*) at the 0.05 significance level. If interpretations are made based on the values in the table below;

Correlations							
	Working Place during the Pandemic	Working conditions now	Changed my working conditions during the Pandemic	The change improve my efficiency	The change will continue	Remote Work	Change Management
Working Place during the Pandemic	1						
Working conditions now	,180**	1					
	,000						
Changed my working conditions during the Pandemic	,004	,139**	1				
	,940	,006					
The change improve my efficiency	-,167**	,114*	,240**	1			
	,001	,023	,000				
The change will continue	-,077	,096	,199**	,454**	1		
	,127	,057	,000	,000			
Remote Work	,047	-,155**	-,105*	-,202**	-,135**	1	
	,357	,002	,037	,000	,007		
Change Management	-,125*	,064	,248**	,322**	,332**	-,257**	1
	,013	,204	,000	,000	,000	,000	
N = 395							
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

Table 20: Correlation 1

It is seen that there is a positive relationship at a significance level of 0.01 between the rate of participation in the idea that working conditions have changed during the pandemic process and the current workplace of the people (sig. value 0.006 < 0.005). There is a statistically significant relationship between the idea that the change in the pandemic process increases productivity and the idea that the workplace during the pandemic process, the current workplace and the working conditions have changed during the pandemic process. While this relationship has a negative relationship in terms of workplace in the Pandemic, it is seen that there is a positive relationship in the other two categories. It is perceived that there is a statistically significant and positive relationship at the 0.01 significance level between the thought that the change experienced during the pandemic process will continue and the thought that the pandemic process changes the working conditions and the thought that this change

increases productivity (sig. value 0.000 < 0.05). There is a statistically significant and negative relationship between the perception of remote work and all other variables except the place of change in the pandemic (sig. values < 0.05). There is a statistically significant relationship between thinking about change management and all other variables except the current workplace of the people (sig. values < 0.05). However, among these relations, it is seen that the significant relationship between the perception of working place and remote work during the pandemic process and the thought towards change management is negative.

According to descriptions, “H6: There is a significant and positive relationship between the workplace during the pandemic period and the perception of change management.” The hypothesis is accepted. However, it has been determined that this relationship is a negative relationship. The hypothesis of "H7: There is a significant and positive relationship between the current workplace and the perception of change management" is rejected. “H8: There is a significant and positive relationship between the change in the workplace during the pandemic and the perception of change management”; The hypotheses of "H9: There is a significant and positive relationship between the idea that the change in working conditions will continue and the perception of change management" and "H10: There is a significant and positive relationship between the thought that the change in working conditions during the pandemic period affects productivity positively and the perception of change management" are accepted.

4.5.4. Impact Tests

Regression analysis is a statistical analysis used to quantify the relationships between variables. Regression analysis mainly aims to determine the nature of the relationship between the variables (Frekans, 2022). Correlation analysis reveals whether there is a relationship between two or more variables, and if there is, the direction and magnitude of this relationship. Regression analysis is the method used to determine how a one-unit change in any of the variables will affect other variables.

H6: To test the hypothesis that “organizational health has a significant and positive effect on employee performance”;

We create a regression model in the form of Change = Fixed + a Remote Work. When we test this model in SPSS 20 package program, the following tables are obtained.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,257[a]	,066	,063	,76454018771

a. Predictors: (Constant), Remote Work

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16,182	1	16,182	27,685	,000[b]
	Residual	229,717	393	,585		
	Total	245,899	394			

a. Dependent Variable: Change Management
b. Predictors: (Constant), Remote work

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,311	,270		19,703	,000
	Remote Work	-,586	,111	-,257	-5,262	,000

a. Dependent Variable: Change management
Table 21: Impact tests

"Adjusted R Square" value in the Model Summary table from the tables above shows us the descriptive power of the model. In the model created in this direction, the variables explain the model at a very low level, approximately 0.063. However, when we look at the ANOVA table, it is perceived that the model created is significant if the sig. value is less than 0.05. Finally, the coefficients of the constant numbers and variables in the model were found from the Coefficients table. In addition, since the constant number and Remote Work sig values are less than 0.05 according to the Coefficients table, it is seen that it is meaningful in the description of the model created.

In the light of the constants in the coefficients table, the equation is as follows;

Change = 5.311 - 0.586Remote Work

When the above equations and coefficients are interpreted, a 1-unit change in the perception of Remote Working negatively affects the perspective on Change Management by 0.586.

When demographic features are added to the model prepared for regression analysis to evaluate the perspective on change management, our model becomes as follows;

Employer Performance = Fixed + a Gender + b Marital Status + c Age + d Professional Seniority + e Industry + f Corporate Size + g Capital Structure + h Position + I Remote Work.

When the regression analysis is created with the SPSS 20 program to test the above model, the following tables are gained.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,374[a]	,360	,342	,74128979213

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34,338	9	3,815	6,943	,000[b]
	Residual	211,562	385	,550		
	Total	245,899	394			

a. Dependent Variable: Change Management

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,346	,440		12,140	,000
	Gender	,068	,077	,043	,886	,376
	Marital Status	-,116	,086	-,071	-1,348	,178
	Age	-,015	,060	-,014	-,246	,806
	Tenure	-,061	,039	-,078	-1,566	,118
	Sector	,004	,081	,002	,045	,964
	The size of the organization	-,262	,104	-,136	-2,516	,012
	Capital Structure	,210	,059	,199	3,532	,000

Position	,057	,023	,158	2,510	,012
Remote Work	-,612	,110	-,268	-5,574	,000

a. Dependent Variable: Change Management

Table 22: Regression Analyses

The value of "Adjusted R Square" in the "Model Summary" table from the tables above shows us the explanatory power of the model. In the model created in this direction, the variables explain the model at a low level of approximately 35%. But looking at the ANOVA table, sig. If the value is less than 0.05, it is seen that the model created is significant. Finally, the coefficients of the constant numbers and variables in the model were obtained from the Coefficients table. In addition, since the sig values of fixed number, Institution Size, Capital Structure, Position and Remote Working according to the Coefficients table are less than 0.05, it seems to be meaningful in explaining the model created.

In the light of the coefficients in the coefficients table, the equation is as follows;

Employer Performance = 5.346 + 0.068 Gender - 0.116 Marital Status - 0.015 Age - 0.061 Professional Seniority + 0.004 Sector - 0.262 Company Size + 0.210 Capital Structure + 0.057 Position - 0.612 Remote Working

When the statistically significant ones among the above equations and coefficients are interpreted; When the Institution Size changes by one unit, the perspective towards change management decreases by 0.262 units in the opposite direction. In other words, while other variables are constant, the large size of the institution reduces the perspective on change management by 0.262 units compared to the fact that it is an SME. A unit change in the capital structure increases the perspective towards change by 0.057 units positively. In other words, while other variables are constant, as the foreign partnership in the capital structure of the institution where the person works increases, the perspective towards change management also increases. One unit increase in the perception of remote work reduces the perspective on change management by 0.612 units. In other words, if the person's perspective on remote work is negative while other variables are constant, his perspective on change management increases.

5. DISCUSSION

Within the scope of the study, it is seen that the perspectives of the people included in the sample on change management change in parallel with the literature as the institution they work for and their capital structures change (Türkyılmaz, 2009) (Kerman & Öztop, 2014) Similar to the study conducted by (Yılmaz B. , 2020) , in which he investigated the effect of the pandemic on public employees, a significant relationship was found between age and the perception of remote work. However, in the above-mentioned study, no significant relationship was found between the position of the participants and the perception of remote work, while a significant relationship was found between the two variables in this study. When the findings on change management are compared with the literature, there is a significant relationship between working time or professional seniority and change management perception in equivalent with the study conducted by (Yenigürbüz, 2017). In this study, it has been determined that there is a significant relationship between change management and the size and capital structure of the institution where the participants work. However, in the literature review on change management, it has been determined that the size of the institution where the participants work or the capital structure of the institutions they work with and the change management perception.

In addition, it has been determined in the literature that remote working changes the work environment, generates the need for information technology infrastructure, the readiness of the stakeholders to work remotely affects the work, the working time sections and gets longer, it is difficult to hold meetings in homes with children, supervisors can behave differently, the workload increases and workplace discipline fails. The negative effects of remote working on motivation are the absence of a working environment at home, increased workload, layoffs, and deterioration of the work environment. The positive effects were found to be saving money and time, being able to take care of the house more, increasing work efficiency and creativity due to autonomy at home, comfortable and flexible working and providing a healthy environment (Tuna & Türkmendağ, Remote Working Practices and the Factors Affecting Work Motivation During The Covid19 Pandemic Period, 2020) (Mercan, 2019) (Karaca & Esen, 2019) In this study, it has been determined that, in parallel with the literature, the perspectives of the participants towards remote working change in a positive and negative way according to their age, professional seniority, the sector they

work in, their position and marital status. In addition, there have been findings supporting the literature that institutions and organizations should adapt to the process and perform change management efficiently during extraordinary crisis periods such as the pandemic process (Töremen, 2002) (Toker, 2007)

6. CONCLUSION

The Covid-19 pandemic has caused changes in many aspects in our country and in the world. After a difficult 3 years for both employees and employers, we can say that a normalizing process has started almost all over the world. Moreover, the Covid-19 pandemic has caused many changes in the working methods, motivations and working environments of the employees. The aim of the study is to discover an answer to the question of "how was the perception of the employees against these changes?" and also to see how companies and employers manage this process. This study will also be valuable for companies for the post-pandemic period.

A literature review has been made from many different sources on change management and many different definitions have been reached. Change is a concept that has existed since the birth of human beings and is constantly changing itself. Sometimes consciously, sometimes unknowingly, we are all actually part of the change. Change management actually; It is the art of managing resistance in a resilient way. As employees, or in a wider definition, we are not willing to change. Leaving our comfort zone and learning new things is not a suitable process for everyone. Therefore, the most important point that a change leader has to achieve is to manage resistance.

The summary table on the effects of the Covid-19 pandemic, which was reached as a result of the study, current studies and researches is shown at the Table 23.

Economic	1. Difficult period for entertainment and retail sectors. 2. Fails for restaurants, coffees and bars. 3. Government incentives for individuals and companies. 4. Unemployment of workers in the service sector. 5. High inflation as a result of government monetize too much money. 6. Rise of the bitcoin.
Social	1. Remote Work 2. Social Lockdowns 3. Divorces 4. People can spend more time with their families.

Ethical	1. Abusing working from home. Both by companies and individuals. 2. Mistreating government incentives. 3. Increasing responsibilities of women both at home and at work.
Psychological	1. A sociality 2. Depression for individuals 3. Social phobia

Table 23: The Effects of Covid-19 Pandemic – Summary (Chriscaden, WHO, 2020) (Ahmet, Alptürk, & Ceyhan) (İŞKUR, 2020) (Cavallo, 2020) (Mercer Turkey & Peryön, 2020) (United Nations, 2020) (Walton, 2021) (Welch, 2022) (Parry, et al., 2021)

Change sometimes can appear consciously and systematically, and sometimes in an unexpected way, as in the covid-19 pandemic process. For this reason, change management approaches may not always be implemented in a planned and systematic way. When we look at change management models, we perceive a structure that we systematically analyze the current situation and plan the future according to the results. However, as in the covid-19 pandemic, change can sometimes come unpredictably. At this point, it may become impossible to fully implement the change management processes as stated in the literature. Therefore, change leaders may have to take risky decisions and adapt them quickly.

When change management processes are not implemented correctly, it can generate demotivation and job losses for employees. In fact, change processes that cannot be managed properly can cause companies to lose a lot of time and money. Therefore, managing change is essentially managing the company. Because there is no unit that companies do not have to change directly or indirectly. In today's world, all units and employees have to constantly change and improve themselves. Especially the covid-19 pandemic has proven to us that there can always be sudden changes in our working conditions. Therefore, adapting to change has become much more important than before. Companies that could not keep up with the change were closed or had a very difficult time in this period. At the same time, employees who could not adapt to change have suffered great losses both materially and morally. During this period, many employees resigned from their jobs or had emotional problems with their

jobs. At this point, especially with the covid-19 pandemic, even the employees or companies that are most closed to change had to adapt to change. Therefore, it would be correct to add the definitions of "forced change management" or "unexpected change management" to the change management literature.

When we look at the pandemic history and literature, mankind has had to struggle with many epidemic diseases from the past to the present. Pandemics before modern medicine had much more severe and hurtful consequences for human beings. Epidemics, in which millions of people died or were affected, have also occurred in the past. At this point, human beings have adapted to change and somehow managed to survive. The Covid-19 pandemic has also become the biggest pandemic of the modern era, affecting the whole world.

Apart from the health struggle against Covid-19, a lot of social and individual struggle has been given. Both states and companies have taken many precautions at this point and many plans have been announced. In order to prevent the pandemic from spreading further, some companies switched to the remote working model, and some companies continued to work as hybrids. Mask and disinfectant measures were also taken in production and field works. Even compulsory leave or short-time working incentives are given at some points. Of course, this challenging process has turned into both a change management test for companies and an adaptation problem for employees.

This study had important results. First of all, one of the important results of our study is that according to the size of the company, the perception of change management of employees shows significant differences. In our study, we found that people working in large businesses have the perception that their companies manage change better. We have seen that 87% of people working in large enterprises are satisfied with the change management processes in their companies, but we have seen that only 71% of individuals working in small or large-scale companies think that these change processes are managed correctly. We also analyzed that 23% of employees working in small or medium-sized businesses think that their company has never been able to manage this change properly.

Another important results is that people working in local companies think that the company they work for does not manage the change in the pandemic period correctly.

Especially, 23% of individuals working in companies with local capital think that their companies are not prepared for this process at all and also that they cannot manage it properly. 79% of people working in international companies think that the company they work for is quickly doing what it takes to make this change. However, on the other hand, only 58% of people working in a company with local capital think that the company they work for takes action quickly.

During the pandemic period, it has been very difficult to manage teams with dissimilar profiles. Especially the companies that have white-collar employees and blue-collar employees under the same roof. These two diverse individuals have different expectations in business life. Mostly, it generated conflicts in the companies during the pandemic period. The white collar had a chance to work from home remotely. But the blue-collar had no opportunity to work remotely. It was very difficult for managers to accumulate them with the same strategies.

With the pandemic period, the concept of remote working has entered our lives much more, and we can say that even the strictest companies have had to adapt to this issue. Most companies and company owners operating in Turkey had a lot of prejudice about remote working. However, we can say that the number of companies that have to adapt to this change with the pandemic is quite high. At this point, one of the important findings in our research is how employees view remote work. Although the findings on this subject do not differ very sharply from each other, the majority of employees now think that the remote working model should be a part of our lives. Regardless of age, we can say that people do not say that this issue is unproductive. We can say that there is a definite opinion that remote working is more efficient, especially in adult age groups. It would not be wrong to say that the idea of the remote working model is more negative for young and old individuals. At this point, we can say that old habits in the elderly and the fact that business life is a socialization center in the young are important factors in these decisions. However, in the research we conducted, the common opinion of employees of all age groups is: “From now on, I would like to work as a hybrid”. On the other hand, we should not ignore that 75% of the employees feel that they work more efficiently in the field or in the office.

6.1.Recommendations For Researchers

The pandemic has affected and changed our lives in many ways. This change will continue in the post-pandemic period. This study was prepared at the end of the pandemic process. Similar studies can be carried out, especially in the years after the pandemic ends. What has changed in the post-pandemic period will be scientifically important. At this point, it will be useful to investigate the changing processes after the pandemic and the changing perceptions of employees with the effect of the pandemic. During the pandemic period, many employees missed their office and working from the office. Therefore, the results of the research may differ when done after a few months.

The data of this study were collected with the questionnaire option. With the survey option, we were able to collect answers from a lot of people. However, in order to improve the work, face-to-face interviews can be conducted with people who work in companies or who own companies, and their views on these issues can be gathered through interviews. The data collected with the interview option can be compared with the data of this study. The answers collected through face-to-face interviews will be more effective especially in motivational questions. In order to improve the study, when the feelings of the employees and the thoughts of the employers are collected by face-to-face interview techniques, it will draw broader conclusions for the researchers.

6.2.Recommendations for Companies

According to the results of the research, especially the employees in small and medium-sized companies think that the companies they work for do not manage change well. At this point, especially small and medium-sized companies should receive consultancy on change management. Change management is a different specialty and it would not be wrong to say that managing change is the same as

managing a company. At this point, companies that cannot manage change lose a lot of time and money. In addition, companies that cannot manage change damage the motivation and enthusiasm of their employees. A small mistake to be made here can cause huge losses to the entire company. Therefore, this issue should be handled and evaluated separately in terms of local capital or small and medium-sized companies.

The remote working model, which came into our lives with the pandemic period, is received by the majority of employees. Therefore, companies that can adapt to this process in the post-pandemic period will gain significant advantages according to their fields of activity. Especially in this period when it is difficult to reach talented employees and there are too many qualified employees who migrate abroad, companies should take important actions to reach talented people. The hybrid working model has also become an important option here. Especially with remote working, many young people working in Turkey can work directly from Turkey even for companies operating abroad. At this point, companies that can provide hybrid options will provide significant advantages, especially for white-collar employees. According to the results of our research, 84% of the people who participated in our research would like to work from the office for only part of the week from now on. For this reason, companies that do not have hybrid working options, even in the post-pandemic period, will have difficulty in reaching qualified human resources.

The pandemic period has helped us to realize many diverse points for both employees and employers. The results of our research have shown us the importance of change management and its critical effects on human psychology. At this point, it has become inevitable for companies to change their working models. In addition, the pandemic period has created awareness in terms of individual cleaning and office health, as well as remote working for employees. The results of the research proved once again the importance of managing change well, clean and efficient offices, employee satisfaction and hybrid working options for employers.

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