

Factors Determining Changes in the Management and Business Strategies: An Empirical Study in the Post-COVID Scenario

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Abstract

Despite its unusual impacts, the slowdown in the response to COVID-19 creates risks inside the firm's current operating scenario. It is because of the enormous value of the effects provided by the usage of recessionary events, this research article evaluates and examines the importance of unique skills and the issue of disaster situations in offices throughout the COVID-19 era. Concerns about the broader monetary framework's activities suggest that recovery from the COVID-19 pandemic is unlikely to match a return to the previous modernisation period. We believe it is possible to address some of globalisation's deficiencies by establishing a more prominent locally fundamentally based global monetary framework that promotes greater trust between national and global interests, execution and strength in global supply chains, and growth, thoroughness, and procedural fairness impacts. The ultimate purpose is to examine the influence of disaster on business enterprise modifying practices and innovative approaches. The evaluation emphasises the need to display the outcomes of particularly heinous and unexpected events. This is due to the fact that understanding the results of one of these devastating disasters is more important than forecasting the event. Furthermore, this viewpoint aims to investigate the COVID-19 and post-COVID-19 impacts on the working environment plan, region, and working with experts, as well as an organisation on work-related well-being and insurance assumptions. Its goals include determining how the working environment's effectiveness and cost-control objectives align with the organisation's social responsibility. A sample of 230 people from different business sectors was surveyed to know the factors that determine the changes in management and business

strategies and their impact. It is found that there is a significant impact of changes in the management and business strategies in post-COVID scenario.

Keywords: COVID-19, Business, Challenges, Management, Business Strategy

Introduction

The Coronavirus pandemic has impacted how individuals work, manage, and carry on with their lives. By early 2020, people have gone from driving every day to work to working in their nightwear/nightgown. The entire business world has been overturned because of government lockdowns, stores have to combat to satisfy their client needs in logjammed worldwide production networks, and countless people have had to quit their jobs. Nonetheless, the people rushed to adjust to the change.

The pandemic has carried many enduring changes to work-life, like an adaption of hybrid working culture or the work-from-home culture, adaptable work, etc.; COVID has brought exceptional human and philanthropic troubles. Numerous organisations across the globe have adjusted to the circumstances, acting rapidly to protect their representatives and migrate themselves to a superior methodology for working that even the most preposterous business-congruity plans hadn't envisioned. Bond III et al. (2020) said that all business leaders across the globe will use this illustration from this huge scope of work-from-home examination and experience to re-evaluate how work is done and which work environments should play in creative and solid ways.

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Organisations across the globe are thinking about a significant technique and strategy to establish pandemic-explicit arrangements and frameworks, capabilities for their worker communications, telecommuting, and individual/family leaves to restrict interferences. In light of their term, impacts on staff in the regions that ingest additional work could never be huger, from the start of the pandemic to half of the year, when project specialist assets can start to genuinely contribute. Parker (2020) said that organisations are expected to invest more in gadgets, devices, technologies, etc., to enable staff to work from home and team up together, access their current bandwidth capacity to help remote work, perform periodic association stress testing, and perceive workarounds for fundamental tasks that are not executable from home.

Da Silva et al. (2020) stated that all organisations across the globe are at an intersection: those that have post-COVID amazing opportunities will end up in a fair circumstance to hold their capacity and attract more people when the situation settles. Then again, those that disregard the change will be deserted, introducing their labourers in danger of financial trouble, going up against reductions and terminations.

Literature Review

Change in Management Attitude

The world's reaction to COVID-19 has brought about the quickest change in the work environment. The work-from-home culture is now the new normal for the whole world, and people have gone from digitising the connection between firms and clients to digitising the connection among bosses and representatives. Saiz-Álvarez et al. (2020) stated that before the pandemic, people had a conventional thought that an office was a basic place of productivity, culture, and a battlefield to win the war for talent. Organisations all over the planet compete with one another to lay out prime office space in major metropolitan regions and focus on courses of action that promote coordinated effort. Densification, open-office plans, hoteling, and cooperating were the calls to war.

During and post-COVID-19 scenario, individuals are amazed by how rapidly and effectively technologies for videoconferencing and different types of computerised

digitalised applications are upgraded, coordinated, and adopted by people across the globe. For some, the outcomes have been more exceptional than envisioned. The pandemic encouraged employees to prefer work from home rather than the office as it freed them from long drives or travels to the office and hence tracks down this saved time in the most productive manner, working flexibly, being more productive, enjoying and balancing their personal as well as professional lives. Thus, pandemics helped many organisations to figure out that they can attract new pools of talents and abilities with less locational requirements, adopting the innovative cycle to boost productivity, establishing a stronger working culture, and altogether decreasing the cost of real estate.

Barrutia and Echebarria (2021) said that each association and its working culture, along with the conditions of every individual employee working, are unique. Many have partaken in this new experience; others are exhausted by it. At each turn of this pandemic, individuals have encountered various feelings and levels of satisfaction or misery at various times. The efficiency of the workers who do numerous sorts of occupations has expanded; for other people, it has declined. Many types of virtual joint effort are functioning admirably; others are not. Certain individuals are getting mentorship and taking part in relaxed, spontaneous, and significant discussions with associates; others are passing up a great opportunity.

Now, many companies are looking forward to fully reopening and working physically. Companies, along with the government, are coordinating to promote vaccination among people. Clearly, office experience most likely will not continue as it was before the pandemic. Companies and people are adapting to the new normal culture, i.e., wearing masks inside and outside the office, redesigning the space to guarantee physical distance, or restriction in movement in congested areas like elevators, pantries, etc. However, even if the companies are fully reopened and adapted to the new normal culture still, the attitudes towards the office will keep on evolving.

Transformation in Work Culture

Singh et al. (2020) stated that the whole business world is enduring severely as a direct result of the COVID-19 pandemic. Ecological economic aspects reflect a feeling

of disquietude. All business across the globe has been shaken because of unexpected destruction in the economy, which is the after-effect of the lockdown. In this current situation, the organisation has to concoct better strategies to hold their current workers and lessen the effect on wage policies to keep away from cuts or end of end-of-pay. All that will be back soon, yet patience and following all the rules and regulations are the main key to emerging from the present circumstances.

Because of industrialisation, people started residing in artificial buildings/places that are made up of concrete and cement, called villas, hotels, offices, restaurants, hospitals, etc. Pataki-Bittó and Kapusy (2021) stated that post-COVID made people enter into a whole new world where the small office is the new norm in their own house/home, i.e., rental houses in the future will have a small chamber/space called the mini office or work from the home office. Some organisations are still preparing, and some have set themselves for such kind of working culture and will take necessary steps to establish such policies that will inspire each employee to work from their home. Policies like these would be an incredible beginning for those female employees who are pregnant or have young babies at their home, and nobody is there to look after them in their absence. Also, they won't be much dependent on help, and regardless of whether they employ anybody, they can watch out for family exercises by overseeing home and the workplace simultaneously. They will be more useful and productive in this pattern of working culture; this suits ladies as they are conceived multi-taskers. This is just an example. Another example is employees can deal with their old guardians while productively working from home. Eventually, this will lead to a decrease in the number of leaves in a year and increase the productivity of the organisation as well as the employees, which will help everyone to be more focused on goals. The organisation might cut its costs in overseeing large corporate houses or branches. WFH will lessen the cost of office organisation (power, telephone, campus maintenance, etc.). The workforce will be more mindful now to interface with the whole group as they are working in a virtual space, so their proficiency will upgrade.

The organisation won't need huge parking spots and cafeteria spaces to engage/entertain every employee. Spicer (2020) said that this saved cost can be utilised for

the welfare of the employees by creating and introducing new approaches/policies by HR. By embracing these practices, all most ideal profiles which can be overseen as WFH will save their fuel, won't be stuck on the traffics and transportation charges, and without a doubt no concerns about reaching on time to the office. This working culture will eventually help to boost the economy of the nation and will diminish contamination and the number of mishaps on the road as well. Such culture can be created and executed, yet for these substantial work approaches, the participation of employees in terms of dedication, positive energy, motivation, etc., will be profoundly required.

The evolving information technologies will help this dream come true. Every organisation just needs to prepare itself with proper guidelines/policies/rules for work from home/office, the rotational necessity of the worker in the workplace or home, etc., and state support to execute these approaches/policies to make a mutually beneficial arrangement for employees as well as for the employer too. Now, we are standing in front of a whole new world with a new work culture, and it is the ideal opportunity for us to embrace the change.

Adapting New Technological Forces

The COVID-19 pandemic has brought a generational change in the manner we see and embrace innovation or technology across the globe. Ordinary things that might have required a very long time for even the most innovative moved normal residents to embrace and have become family needs or government-commanded requirements overnight. The effect of this on how we work on an everyday premise will be long-term and, at last, possibly permanent.

Liu and Yang (2021) said that the whole world saw the widespread utilisation of technology in health care, quick testing packs, contact monitoring applications, and post-COVID restoration methods. People across the globe experienced contactless approaches to trading information/data or verifying identity are being utilised all the more regularly and in a more sophisticated way than ever before. The digital payment approach, which has been around for some time, turned out to be significant for everyone across the globe. High upgraded quality video conferencing for business meetings, interacting with

friends/family (separated by lockdown), attaining classes, etc., have already been taken for granted now. Indeed, even the most straightforward web or portable stages recently utilised for purchasing food and requesting home conveyance meals saw a huge blast all around the world in their client base.

Kudyba (2020) stated that the pandemic has pushed these current innovations of technology to extraordinary heights in terms of perfection with respect to the developer and adoption by customers across the globe. These are generally going to stay and will continue evolving as outstanding necessities for other lives.

The emphasis on health tech this COVID situation has, and undoubtedly continues to put, will mark a sea change in how people across the globe deal with illnesses from simple viral to complex diseases. Artificial intelligence has played and will play a significant role in the detection and treatment of illness. Quick tests for transferable sicknesses, however currently pervasive, could turn into a standard, empowering quicker detection, monitoring, and cure. Actual recovery strategies could usually include anything from neuroscience-based computer games to other remote cures patients approach from the solace of their homes, changing the scene for clinic administrators and protection suppliers.

Contactless trade of data has again been a long thing taking shape with a huge number of uses and correspondence channels opening up since the beginning of the web, and afterwards, eventually web-based entertainment. The pandemic has just stretched out the need for this fundamental individual information used to verify identity, remotely open bank accounts, or do significant everyday tasks without being physically involved in the office handling all original documents to other people. The world will soon go from traditional techniques like Wi-Fi, Bluetooth, NFC, and QR codes to significantly more refined and consistent means like ultrasonic correspondence over sound waves.

The future of digital payment will improve similarly. Going to bank branches to transfer the amount or ATMs to withdraw the cash eventually became tattered. The pandemic across the globe forced people to adopt the technology for cashless (contactless) payments and rely less on paper money.

On a fundamental human level, the modalities of life in the time of Corona will make a long and extremely permanent change to how we participate in the absolute most essential exercises over our reality, with innovation in technologies the most straightforward as well as the most hi-fi, modifying our encounters for seemingly forever to come, and in most part, likely to improve things. Serbulova et al. (2020) said that people across the globe adopted the whole new world of technology and adjusted themselves to this new normal world. Technologies helped people connect with each other even in lockdown and do their everyday tasks (like ordering meals, shopping, online payment, etc.). People not only adapted technology to the COVID-situation but also got dependent on technology for every task, and hence this will keep evolving and continue even after post-COVID.

Level of Competition

The COVID-19 pandemic has elevated worries about restricted competition, also its likely ramifications for financial development. Moreover, small firms across the globe might find it hard to take on or invest in new technologies or business plans/strategies of action, are less inclined to get government support, and, therefore, are bound to exit. In this situation, focus, and the strength of huge firms might increase, possibly further restricting rivalry, exactly when it is generally expected to advance recovery. Analysis involving firm-level overview information for emerging and developing countries shows that COVID-19 had an intense and heterogeneous impact on businesses.

Bruhn Demirgüç-Kunt and Singer (2021) stated that, in the first round of the study, led between May and November 2020, firms revealed a 24 per cent drop in month-to-month sales and a 10 per cent decrease in the number of full-time employees working in the firms. Constantly round of the study, which was directed between November 2020 and May 2021, one in four firms reported expecting to fall into unpaid debts on remarkable liabilities in the following half-year. Thus, it was found that smaller and developing firms were hit harder by the COVID-19 emergency. Moreover, they have not yet seen their sales improve since the underlying drop. Firms all across the globe and especially in the nation with a more competitive market, have faced financial disturbance

due to the COVID-19 outbreak, and the impact is still noticeable even in the post-COVID scenario.

Moreover, it was found that firms with high pre-crisis labour work productivity experienced the smallest drops in sales and employment as compared to firms with low pre-labour work productivity and employment. More productive firms were likewise bound to adjust to the COVID-19 crisis by expanding the business digitally and supporting remote work. Whether the redistribution of monetary action toward more productive firms is durable will rely upon whether more productive firms will develop and less productive firms eventually exit.

Cirera et al. (2021) said that in nations with more serious competitive business sectors and with the strongest business policies/strategies that safeguard competition, the redistribution toward more productive firms was significantly greater. Also, in nations with a bigger portion of employment in the public area and higher public responsibility, the redistribution from lower productivity to higher productivity firms was more vulnerable and predictable, with lower rivalry and dynamism being related to a greater role of the state.

The scope of government support shifted broadly across nations; however, on average, a large portion of the organisations revealed having some support of the government in light of the economic fallout of the pandemic. In general, government support was bound to go to less productive firms; bigger firms were more likely than smaller/young firms to get support as instalment deferrals and financial help and support measures were given to firms no matter what the plan of their pre/post-emergency development.

Governments implemented numerous strategy support plans to immediately address the initial financial dropout from the COVID-19 emergency and give immediate relief to safeguard firms and employees/labourers from the most terrible impacts. This help might not have gone to the most stable or inventive firms. As economies enter the economic recuperation stage, it will be significant for strategy/policymakers in all nations to phase away from strategy support/policy measures when suitable and focused on encouraging and protecting a seriously competitive business environment. Such a competitive environment is critical to a strong recuperation; versatility to future emergencies; long-run economic development, etc.

Objective of the Study

- To know the factors that determine the changes in management and business strategies.
- To know the impact of changes in the management and business strategies in post-COVID scenario.

Research Methodology

The present study is Descriptive in nature, in which the causal relationships have been established between the determinants of changes in the business strategies and the overall impact of changes in the management and business. The study is based on the primary data, which was collected from 230 business experts from various fields of business through a field survey method. The survey instrument used in the study was a structured questionnaire. The items questionnaire was obtained from the extant literature to maintain the content validity of the instrument. Further, a pilot study was carried out on 60 respondents, and the questionnaire was revised accordingly. The final instrument contained 18 statements related to independent variables and 1 statement representing the dependent variable particularly designed for this study through a random sampling method. All the statements were measured on a five-point Likert Scale ranging from “Strongly Agree to Strongly Disagree”. Statistical tools like exploratory factor analysis and multiple regressions were applied to analyse the data.

Findings of the Study

Table 1 demonstrates the demographic profile of the respondents, in which 60.4% are males and 39.6% are females. Among them, 35.6% are from the age group 38-42 years of age group, 39.6% belong to the age group of 42-48 years, and the rest 24.8% are above 48 years of age group. 27.8% of the respondents are graduates, 30.9% are postgraduates, 31.7% have a professional degree, and the rest 9.6% have some other educational qualification. 31.7% are working in the IT sector, 26.5% are from the manufacturing industry, 34.3% belong to the financial sector, and 7.4% belong to other occupational sectors. 41.7% are working for 1-6 years, 31.8% have working experience of 6-10 years, and the rest 26.5% are working for more than 10 years.

Table 1: Demographic Profile of the Respondents

<i>Variables</i>	<i>Respondents</i>	<i>%age</i>
Gender		
Males	139	60.4
Females	91	39.6
Total	230	100
Age profile		
38-42 years	82	35.6
42-48 years	91	39.6
Above 42 years	57	24.8
Total	230	100
Educational Qualification		
Graduates	64	27.8
Postgraduates	71	30.9
Professional Degree	73	31.7
Others	22	9.6
Total	230	100
Occupational sector		
IT sector	73	31.7
Manufacturing industry	61	26.5
Financial sector	79	34.3
Others	17	7.4
Total	230	100
Work experience		

<i>Variables</i>	<i>Respondents</i>	<i>%age</i>
1-6 years	96	41.7
6-10 years	73	31.8
Above 10 years	61	26.5
Total	230	100

Exploratory Factor Analysis

Table 2 shows the results of the “KMO and Bartlett’s Test” applied in which the KMO value found is .893, which is more than 0.6; hence it confirms the validity of the Exploratory Factor Analysis KMO ensures the sample adequacy and Bartlett’s Test ensures that there are enough relationships among the variables and data is fit to apply the Exploratory Factor Analysis.

Table 2: KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.893
Bartlett’s Test of Sphericity	Approx. Chi-Square	3663.571
	df	153
	Sig.	.000

Table 3 presents the “Total Variance Explained” 4 factors explain a total of 78% of the variance. The 1st Factor explains 23.598% of the variance, followed by the 2nd Factor with 19.044%, the 3rd Factor having 19.012%, and the 4th Factor explains 16.652% of the variance.

Table 3: Total Variance Explained

<i>Component</i>	<i>Initial Eigen Values</i>			<i>Rotation Sums of Squared Loadings</i>		
	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>
1	7.902	43.899	43.899	4.248	23.598	23.598
2	2.419	13.440	57.339	3.428	19.044	42.642
3	2.251	12.505	69.844	3.422	19.012	61.653
4	1.523	8.462	78.306	2.997	16.652	78.306
5	.702	3.902	82.208			
6	.516	2.867	85.074			
7	.433	2.405	87.479			
8	.355	1.975	89.454			
9	.342	1.902	91.356			
10	.264	1.466	92.822			
11	.251	1.396	94.218			
12	.239	1.327	95.545			
13	.214	1.189	96.734			
14	.176	.979	97.713			

Component	Initial Eigen Values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
15	.146	.809	98.522			
16	.120	.666	99.188			
17	.080	.447	99.635			
18	.066	.365	100.000			

Table 4: Rotated Component Matrix^a

Sr. No.	Changes in the Management and Business Strategies	Factor Loading	Factor Reliability
Change in Management			.952
1.	Management is helping their employees with all the required sources to make the work smooth	.866	
2.	Management is making all efforts to link with their clients	.866	
3.	Management is trying to retain their business clients	.849	
4.	Management is changing the composition of the board of directors	.840	
5.	New members try to input new ideas to improve business	.769	
Transformation in Work Culture			.934
1.	Employees are working hard to resume their work from the office	.889	
2.	Employees are making an extra effort to bring in more business	.887	
3.	Employees are transforming their way of working with new ideas	.864	
4.	Virtual meetings had taken the maximum part of a personal meeting for smooth business	.863	
Adapting New Technological Forces			.877
1.	Companies are adopting new technologies	.862	
2.	Automated equipment and advanced machinery are implemented	.824	
3.	Looking forward towards automation to adjust supply chain functions	.797	
4.	Companies are focusing more on e-commerce	.730	
5.	Companies are focusing to improve their IT departments for better business dealings	.694	
Level of Competition			.880
1.	Level of competition in the market increasing to fulfill the demands	.906	
2.	New strategies are implemented to enhance the competitive advantage	.879	
3.	Demographic sensitivities are focused on while launching any new product	.853	
4.	Social and cultural diversities are addressed to beat the level of competition	.650	

Development of the Factors

Change in management is the first factor that includes variables like management helping their employees with all the required sources to make the work smooth, management making all efforts to link with their clients, management trying to retain their business clients, management changing the composition of the board of the directors and new members try to input new ideas to improve business. The second factor, namely transformation in work culture, consists the variables like employees working hard to resume their work from the office, employees making an extra effort to bring in more

business, employees transforming their way of working with new ideas, and virtual meetings taking maximum part of a personal meeting for smooth business. Adapting new technological forces is the third factor that includes variables like companies adopting new technologies, automated equipment, and advanced machinery implemented, looking forward towards automation to adjust supply chain functions, companies focusing more on e-commerce, and companies focusing on improving their IT departments for better business dealings. The fourth and last factor is the level of competition which includes variables like the level of competition in the market increasing to fulfil the demands, new strategies

implemented to enhance the competitive advantage, demographic sensitivities focused while launching any new product, and social and cultural diversities are addressed to beat the level of competition.

Construct Wise Reliability of All the Factors

Table 5 shows the reliability statistics for the entire scale. The reliability of different factors is observed as the factor reliability of Change in management is 0.952, transformation in work culture has 0.934, adapting new technological forces is 0.877, and the level of competition has 0.880-factor reliability.

Table 5: Reliability Statistics

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.918	18

It is found from Table 5 that there are total 18 numbers

of items that include all the variables related to changes in the management and business strategies, and the total reliability found is 0.918.

Multiple Regression Analysis

Multiple regression analysis is a suitable technique once "Exploratory Factor analysis" has been applied. Statistically, in the case of one dependent variable and more than one independent variable, multiple regression is one of the most suitable techniques when the data has been measured on a metric scale. Multiple Regression Analysis gives a bouquet of results, including Model Summary, ANOVA, and Coefficients. The value of the "adjusted R square" in Table 6 is found to be 0.819, which means that the model explains around 82% of the variation. Table 7 shows the values of ANOVA, which is significant (sig. value below 0.05), which reflects the impact of independent variables is significant on the dependent variable.

Table 6: Model Summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.907 ^a	.822	.819	.33779

a. Predictors: (Constant), Change in Management, Transformation in work culture, Adaptation of new technological forces, and Level of competition.

Table 7: ANOVA^a

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	118.801	4	29.700	260.294	.000 ^b
	Residual	25.673	225	.114		
	Total	144.474	229			

DV: Overall impact of changes in the management and business strategies.

Predictors: (Constant), Change in Management, Transformation in work culture, Adaptation of new technological forces, and Level of competition.

The value in the significance column is 0.000, which means that one or more variables are significant on the dependent variable.

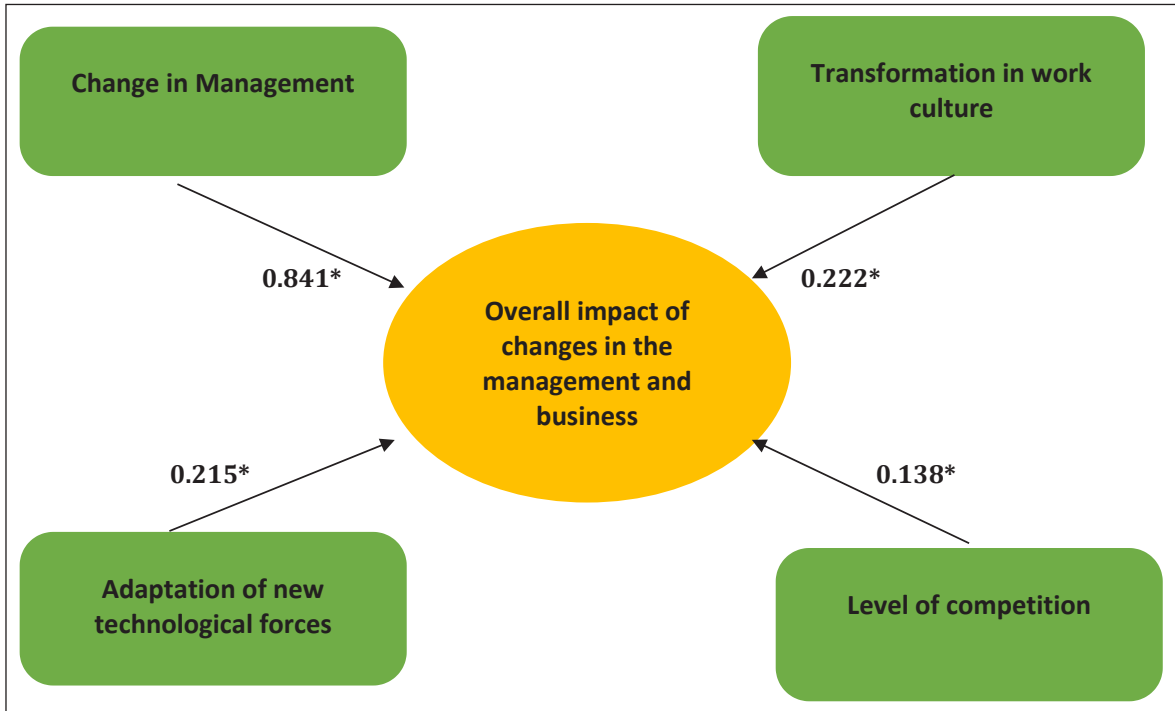
Table 8: Coefficients^a

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	3.952	.022		177.440	.000
Change in Management	.668	.022	.841	29.933	.000
Transformation in work culture	.177	.022	.222	7.913	.000
Adapting new technological forces	.171	.022	.215	7.653	.000
Level of completion	.109	.022	.138	4.901	.000

DV: Overall impact of changes in the management and business strategies.

Table 8 shows that all the factors, namely change in management, transformation in work culture, adaptation of new technological forces and the level of competition, are showing significant impact on the dependent variable

“Overall impact of changes in the management and business strategies” as the value in the significant column for all the factors is below 0.05.



*Standardized Beta Value.

Fig. 1: Overall Impact of Changes in the Management and Business Strategies

Conclusion

We can conclude that the main goal of this investigation is to examine crucial initiatives that need to be made with the guidance of involving associations in order for organisation dreams to be discovered and given a quick boost after being affected and disappearing because of the pandemic that affected people’s way of life for almost a year, particularly the global financial framework. The results of this study revealed helpful facts that might answer the main problems of large-scale research, particularly the development of human resources toward a valuable effort that is crucial and relevant during the time of a free monetary framework. From the various resources we’ve examined and the author’s perspectives, we can infer how organisations and endeavouring people have modernised themselves by taking into account their efforts to redesign their organisation’s human resources

at the foundations of expanded financial recovery after being destroyed by the pandemic emergency. The frequently updated record indisputably shows that HR handling of the coolness of its fundamental sequence has been stated with the direction of employing every attempt, government, and medium-sized venture. All have stated their commitment to modernising HR using an important and effective technique. The norm they adhere to is the dedication of the organisation’s key objectives, evaluation of the human resources that can be claimed, consideration of HR competencies, evaluation of the HR required with the aid of using the organisation, creation of an adequately sure foundation to complete tasks, organisation of the HR management approach, and examination of the organisation’s remedial activities.

According to the study’s findings, the elements that influence management and business strategy changes are shifts in work culture, adoption of new technical forces,

and level of competitiveness. Changes in management and company strategies are proven to have a substantial influence in the post-COVID environment.

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