Impact of Covid-19 on Work Life: A Study for Public Sector[*]

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ABSTRACT

Since Covid-19 started in December 2019, it was that the general perception epidemic would remain regional only in China and its effects would be limited. However, later the epidemic spread to the whole world due to enhancing and facilitated mobilization and increased its effect. The fact that public authorities demanded citizens to comply with social distance and stay at home afterwards - even though there are extreme examples in many countries, have had reflections in many areas. Turkey among the countries affected by the COVID-19 is located in the front row. Immediately after the start of the pandemic in Turkey it has been raised a number of measures.

In this study, it was aimed to determine the changes in the working life of public personnel during the Covid-19 process, work / family / social life balance, advantages and disadvantages of working from home, efficiency in public services and expectations of public employees from institutions. The study group consists of 17 public personnel working in the central organizations of public institutions determined by purposeful sampling method and reporting to at least one manager.

Keywords: Covid-19, Work-life balance, Work from home, Working Life

1. INTRODUCTION

The estimates and studies about the global effects are put aside it is predicted that COVID-19 will continue to be the main agenda item in 2021. Decreased mobility with the regulations made in order to prevent the spread of the epidemic or at least reduce its speed, social distance rules, curfews, closing of cafes, restaurants and then businesses in many sectors where there is a lot of

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interaction, interrupting face-to-face education in schools, the sudden, unprepared and intense start of remote education and all other changes have disturbingly changed life worldwide.

According to a study conducted by institutions with the cooperation of the World Bank, the COVID-19 shock has had a serious and lasting negative impact on organizations including more than 100,000 businesses in 51 developing countries. The findings obtained in the same study show that in response to the shock, organizations rely more on digital solutions and experience great uncertainty about the future (Apedo-Amah et al., 2020). The epidemic has made a large part of the workforce unable to commute. This has led both employers and employees to seek alternative work arrangements (Vyas and Butakhieo, 2020). The impact of the COVID-19 shock varies according to the size of the institutions, their cooperation, and the status of their supply and distribution channels. On the other hand, the fact that 192 countries have closed schools as of April 2020 has deeply affected 1.59 billion students and their families. With the measures taken since March 2020, closed schools have been opened gradually from the first weeks of May. However, although there has been a decrease in the number of fully open schools since November of the same year, there is an increasing trend in the number of countries with fully open schools as of January 2021. As of February 2021, it has been reported that schools are fully open in 115 out of 210 countries and partially open in 50 (UNESCO, 2020). Parents of children attending school from all over the world, especially from developed and developing countries, frequently comment on the additional burden imposed by their homeschooling responsibilities that create a higher work-life imbalance.

Despite the expanding Covid-19 literature, publications containing more proof showing the comparative effects of the outbreak are needed. This study aims to contribute to the literature by analyzing the effects of the epidemic in the fields of work, family and social life in a comparative manner. In the study, it is aimed to determine the changes caused by the COVID-19 epidemic in the working life of government officials, the work / family / social life balance, the advantages and disadvantages of working from home, efficiency in public services and expectations of government officials from their institutions.

2. COVID-19 and WORKING LIFE

The measures taken against the epidemic directly affect the socio-economic and political life. Movement restrictions caused by the social distance rule have brought businesses and other

economic activities to a stop. This effect is more challenging in countries with relatively weak health infrastructure and in vulnerable groups. The fact that the COVID-19 Pandemic is primarily a public health issue has brought medical treatment and drug interventions to the agenda. However, the failure of different treatment methods to produce the desired results and the long-term failure of vaccine development studies increased the spread and effects of the epidemic. Considering the impact size of the COVID 19 pandemic, it appears that this outbreak cannot just be addressed as a public health issue (Flaxman et al., 2020).

In Turkey it is possible to say that COVID 19 pandemic's effects on working life started to be seen as of mid March 2020. This effect, which deepened as of April 2020, has been reflected in the entire working life. The government has announced a series of measures for those affected by the crisis. These measures are summarized in Table 1.

Table 1. Economic Measures Taken Against Covid-19 in Turkey				
Support / Loan / Loan Type	Scope	Amount	Financing Type	Share (Percent)
		Milyar TL		
Cash Benefits (1.000 TL)	5.5 Million Families	5,5	Cash Support	2%
Short Term Work, Cash Wage and Unemployment Allowance	4,5 Million People	6	İŞKUR Support	2%
SSK and Bağ-Kur Debt Postponement		66	Debt Postponement	23%
Individual Needs Support	6 Million People	37	Credit / Debt	13%
Shopkeeper Support Financing	1,1 Million Shopkeeper	25	Credit / Debt	9%
Continuing Work Financing	181 Thousands Businesses	145,6	Credit / Debt	51%
Total Package		285,1		100%
Total Cash Support (Social Aid + İŞKUR)		11,5	Cash Support	4%
Total Credit and Debt Support / Relief		273,6	Cash Support	96%

Source: Çerkezoğlu, 2020

In order to adapt to the conditions brought by the global epidemic, public institutions also carry out studies. In this direction, the measures to be taken by public institutions and organizations were determined with circulars and administrative decisions, and new regulations were introduced for government officials. With these regulations, government officials started to be employed by using different working methods. With these regulations it is possible to say that

remote working, which is a outstanding component of flexible working, has been put into practice in the government sector.

Table 2.Regulations for Public Employees During COVID-19		
2020	March	Government officials were banned from going abroad.
		Under COVID-19 Related to Additional Measures for Government officials with the Presidential Circular No. 2020/4, the measures for government officials were increased.
		Regulations regarding remote work of government officials were made.
	April	Presidential Circular No. 2020/5 on the Impact of the COVID-19 Outbreak on Public Procurement Agreements has been published.
	May	The circular on "Normalization in Public Institutions and Organizations and Measures to be Taken under COVID-19" was issued by the Presidency
	December	The new working hours of public institutions and organizations are set between 10:00 and 16:00. People over the age of 65 and under the age of 20 are prohibited from using public transport.
2021	March	A new "controlled normalization" process has been initiated in the fight against Covid-19. Accordingly, the curfews and working conditions and hours of some commercial enterprises were changed. These changes have started to be implemented differently in each province according to the number of Covid-19 cases.
		Public administrations have started to make arrangements for working conditions specific to their institutions.

Source: Legislation Information System

Before the pandemic, there were debates about how business would take shape. However, the need to adapt quickly to the COVID-19 process has accelerated the transition from many institutions to work. In some countries, home-office guidelines are regulated directly by governments.

Remote work is defined as the use of information and communication technologies such as smart phones, tablets, laptops and desktop computers for works done outside the employer's premises (Eurofound and ILO, 2017). In other words, remote work refers to work performed with the help of information and communication technologies and done outside the employer's premises. Remote work should be done by voluntary agreement between the employer and the workers. In addition, in determining the place of work (at the employee's home or elsewhere); There are other issues that need to be clarified, such as working hours or schedule, means of communication to be used, work to be performed, supervisory mechanisms and regulations for reporting the work undertaken. Remote work policies can be an important part of business

continuity plans. In unexpected events (severe weather, terrorism, global epidemic) that prevent employees from starting their jobs in their usual offices or workplaces, the ability to work remotely enables the organization to continue its activities by allowing them to carry out their work outside the workplace (ILO, 2020).

"Remote work", one of the prominent applications of flexible working conditions, was first addressed as a concept based on preferences. While remote work practices are mostly related to personal reasons on behalf of employees, they are preferred due to the belief that they will increase employee loyalty, as well as all other financial returns, especially operating costs. Some of the employees see their working environment as an opportunity to socialize, establish long-term relationships and connections, create new business networks and increase their experience by experiencing the working environment instead of working remotely. Employees' character structures can also be influential in their remote work preferences. It is expected that employees who are more introverted, who are not happy with being in crowds and who have high internal discipline will be more willing to work remotely. On the other hand, it can be expected that employees who are more extroverted, who care about socialization and who are prone to teamwork are more willing to work in the workplace. On the other hand, some organizations may apply the remote work method even if employees do not prefer. However, in some cases, reasons such as the nature of the work done and the lack of technical infrastructure do not make it possible to work remotely. In recent years, such applications have become increasingly common to be protected from the epidemic. Institutions, which have more ready digital infrastructures, and whose human resources policies and procedures, business practices, habits and cultures are more established, they overcome the crisis periods more successfully than others.

During the COVID-19 pandemic period, working remotely has been much more challenging compared to working remotely in the usual flow of life and under normal conditions on some days. Remote working voluntarily part time or being more full-time and compulsory than working on some days has caused this difficulty. Remote work has taken the form of working from home only due to epidemic conditions.

Work-life conflict and difficulties in managing the boundaries between working time and personal obligations are exacerbated, including taking break from work. This is especially

true for those with caring responsibilities at home, such as parents with school-age children (ILO, 2020). Employees who encounter such difficulties first experience conflict and then seek harmony (Thopson, 2020). Studies conducted for people working from home during the pandemic period, despite the negativities, provides proof of positive experiences of working from home (Bick et al. 2020; Cartmill, 2020).

As in the entire in world for a long time, also in Turkey, work from home is on the agenda of the private sector and public institutions. There are different approaches for workers and government officials regarding remote work. Telecommuting is regulated by additional paragraphs added to Article 14 of the Labor Law in 2016.

Aforementioned Law, in the article 14/4 of the law titled as "On-Call Work and Remote Work"; *"Remote work; It is a business relationship established in writing based on the principle that the worker fulfills his / her job at home or outside the workplace with technological communication tools within the scope of the work organization created by the employer. "* Accordingly, in the remote working environment or with technological communication tools, the workplace can fulfill its task elsewhere. Although for government officials it comes up from time to time, who is working in public institutions, no one remotely has any prohibition or will. However, with the Presidential Circular and administrative decisions, the remote working method is also applied to government officials.

In the Presidential Circular No. 2020/4 on "Additional Measures for Public Employees in the Context of COVID-19". this situation is stated as " "In a way that will not disrupt the fight against this epidemic and the activities to reduce the effects of the epidemic. and in a way that does not hinder public services, in the condition of having the minimum number of personnel present to meet the needs; Flexible working methods such as remote work and rotational work can be applied to those working in public institutions and organizations regardless of the type of employment. "Hours of operations of the government officials servants in Turkey, has been determined in accordance with Article 99 of the Government Officials Law No. 657. In some cases, governorships can make arrangements about the hours of operations with the administrative decisions they take.

3. RESEARCH METHODOLOGY

Interview method was used in this study, which was designed as a qualitative research. In organizational studies, organizational scientists use interview as a basic data collection tool while working on different aspects of organizations and especially the cultural and symbolic dimensions of organizations. Briggs (1986) argues that interviewing is the most common data collection method used in research in the field of social sciences. It states that it is a very effective method in obtaining information about individuals' experiences, attitudes, opinions, complaints, feelings and beliefs. If he wants to obtain in-depth and detailed information about the problem, it will be more appropriate to use the interview method.

In this study, structured interviews were conducted using pre-determined questions.

In this study, which was carried out between 2020-2021, interviews were held with the participants on the following issues.

- Work / family and social life balance during the epidemic period and the effects of change in these fields
- Advantages and disadvantages of working from home
- Efficiency in public services provided during the epidemic period
- Expectations of public employees from their institutions

The study group consists of 17 government officials who are working in the central organizations of public institutions and reporting to at least one manager and they are all determined by goal-oriented sampling method. Employees included in the study group are people who have experienced all of the flexible, full-time, part-time, remote / home working methods during the epidemic period.

Participants are coded according to the units they work in. For example, there are a total of 6 employees in the "a" team; one of them is a key employee. Demographic information of the participants is given in Table 1.

	Gender	Age	Marital status	Number of children	Education Status	Seniority	
a1	m	40	m	2	Postgraduate	16	Key employee
a2	f	48	s	-	Postgraduate	20	Non-Key employee
a3	f	58	m	1	Bachelor	30	Non-Key employee
a4	f	48	s	1	Bachelor	25	Non-Key employee
a5	f	40	m	2	Bachelor	20	Non-Key employee
a6	m	50	m	2	Postgraduate	25	Non-Key employee
b1	m	62	m	3	Bachelor	35	Key employee
b2	f	31	m	1	Postgraduate	8	Non-Key employee
b3	f	52	m	1	Bachelor	25	Non-Key employee
b4	f	55	m	2	Bachelor	30	Non-Key employee
b5	m	37	s	-	Bachelor	14	Non-Key employee
b6	m	49	m	2	Postgraduate	22	Non-Key employee
c1	f	52	m	1	Bachelor	25	Non-Key employee
c2	f	53	m	1	Bachelor	25	Non-Key employee
d1	f	30	s	-	Postgraduate	8	Key employee
e1	m	42	m	2	Postgraduate	18	Key employee
e2	m	32	s	-	Postgraduate	6	Key employee

Long-term interaction, expert review, and participant confirmation methods were used to increase the validity and reliability of the study (Yıldırım and Şimşek, 2016). In addition, interviews were held with experts on the findings obtained in the study.

4. FINDINGS and RESULTS

The spread of the COVID-19 pandemic across the world and with the realization that it's effect will last for a long time, all of the societies and organizations have entered the adaptation process quickly instead of waiting for the crisis to pass. Public institutions and employees also faced new problem issues and challenges and started to look for finding solutions for them. In this section, you can find the findings obtained from the interviews held with the participants.

The issue of distribution of tasks and workload in working environments has been a widely discussed issue even before the pandemic. The changes and uncertainties experienced during the pandemic period have brought this issue to the agenda more frequently. Employees expressed different opinions on this issue, which was also on the agenda during the interviews. You can find the opinions of the participants in the study below:

A1: I coordinate a work team of 5 people. I also have a representative role in our
joint work with different institutions. During this period, there was an unexpected

intensity in my work. There was uncertainty at the beginning of the epidemic, and for this reason, things were put on hold. However, when it was understood that the epidemic would continue for a while, the suspended works were resumed.

A2:Managers had higher expectations due to the concern of lack of working that may occur when working remotely.

A3: There was no increase in the intensity of our business. It continued at the same rate.

A4: Our work routine continued. But the first month we started working from home, we experienced uncertainty. My friends and I were hesitant because we thought we could go back at any moment. We did not have work for a while. We also put things on hold. Later, when it was understood that the epidemic would continue for a long time, everyone started working from home. Things are back to normal again.

A5: My work routine work continued. There was no change. The articles that I am responsible for continued to come. We were able to access the system of the workplace from home. I prepared answers to these articles from home. I did not need to go to the workplace.

B1: Because of my age, I've been working remotely since the pandemic started. Things continue in the normal order. I set up the system at home. We hold our meetings on the computer. I was forced to work remotely at first, but then I got used to it. My retirement is near. It looks like I'm going to retire from home.

B3: The nature of the work I did before the epidemic was suitable for remote work and I have been working remotely for a long time. Generally, we were doing our job by phone and teleconference. Once a week or every other week, I went to the workplace to discuss business with my manager. During the pandemic period, I started not to go at all. Now I am completely taking care of my work remotely and over the phone.

B2: I have a little boy. I used take a leave of absence for a long time for him. After my return, I started working flexibly with the permission of my manager. When the pandemic started, I fully switched to working remotely. It has been over a year since I last went to work place.

Another issue that stands out in the interviews with the participants is that managers and institutions in general have high expectations from employees. The statements of one participant on the subject are given below:

A2: Before the epidemic, different jobs were given at the same time and we were asked to deliver them quickly. Motivation and communication problems were also added during the epidemic stage. I cannot understand exactly what my manager wants from me.

E1: We have entered into an intense working tempo since April 2020. We established 5 different teams in line with the request of the senior management. We continued to work with special permits even during the days of curfews. Expectations are also high because we provide public service. Even with a small mistake you become the one in the forefront. And it means you are done if they start talking bad about you over the social media. We had occasional mistakes and delays. We are going through a difficult period. People are stressed and nervous due to the epidemic. I understand, but things must continue somehow. It is not like we are not being appreciated and encouraged, but in case of error, no one, including our own manager, acts fairly.

Pandemic conditions caused deterioration in work-life balance as in many areas. The issue of restoring the deteriorated balance and adaptation to new conditions was also brought to the agenda during the interviews with the participants. According to the information obtained, it is seen that the participants are in search of a new balance between working life and home life. It was found that work-life balance deteriorated more, responsibilities increased and adaptation became difficult, especially in families with children, married and with both parents working. In general, employees stated that they had problems in restoring the deteriorated work and family life balance. Below are some examples of the difficulties participants face in the process of restoring the deteriorating work-life balance and adapting to new conditions:

A4: My daughter is preparing for university entrance exams. We were going through a difficult period. The epidemic has pushed us even more. My daughter had trouble being motivated for classes and was experiencing stress. With the closure of schools and reinforcement courses, we were completely locked away at home. It

was difficult for us. I cannot say that we have fully adapted. We expect life to return to normal as soon as possible.

A5: My wife has a small business. Their work is intense. We have two children, one just starting primary school and the other preparing for the university entrance exam. My daughter, who had just started primary school, finished reading and writing in the middle of the second semester. My son is preparing for the university entrance exam. Before the epidemic, he switched to different schools and started a preparatory course. It was just about to fall into place when the pandemic started. He has been getting prepared from home for a year, but it does not go the way we want. I think it is not very efficient from home.

C1: My wife works as a manager in a public institution like me. I have a daughter who just graduated from university. The epidemic coincided with her last year. It was very difficult psychologically. She was separated from her friends, school and teachers. She also couldn't get out. This situation affected us as well. It was a period in which we experienced a lot of tension.

A1: My wife is also a government officials. We have two little ones. The epidemic has completely changed our lives. When remote education started, family responsibilities increased. It was difficult for us to set the hours, to prepare the children, to finish the time sensitive jobs coming from the workplace. Our house has turned into an office. Sometimes there were hours when all four of us were on the screen at the same time. The time we spent together was shortened. I look forward to returning to normal.

Another important finding of the study is related to adaptation to the new working order. Participants stated that despite the negativities, confusions and irregularities at the beginning of the process, they adapted to remote / flexible working, that this method could be a part of working life in the future, and that most of their work could be done remotely. Below you can fine sample statements for this situation.

B2: Remote work has been on the agenda for years. I am also one of those who want to work remotely for different reasons. There was a regulation preparation process. I even share my opinions with them. However, this regulation has not been issued yet. During the pandemic period, we switched to remote work compulsorily.

I did not have any difficulties doing that. I think I work more efficiently at home. I adapted easily. I would like to continue working remotely if they let us after the pandemic.

B4: We continued to do our jobs by working remotely. There was no problem, no hitch. Working remotely has provided great advantages for me as I have a chronic illness.

A4: Although I had a hard time adjusting at first, I got used to working remotely. Almost all of the work I do can be done remotely. If they ask me to work remotely after the epidemic, I will gladly accept.

A5: I am happy to work remotely. Since I am always at home, I can fulfill my family responsibilities more easily. I would like the remote work to continue.

Some of the participants stated that they joined the team they worked with during the epidemic period and were negatively affected by this situation. Below you can fine the descriptions of one of these employees:

A6: During the pandemic period, I had to change the institution I worked for. I changed both provinces and institutions. All of my friends work remotely in the unit where I am currently working. I am having a hard time learning the procedure and adapting to the new unit. I am waiting for going back the normal working order.

The government officials participating in the study stated that they mostly experienced problems in "preparation of the technical infrastructure that will allow remote / flexible working", "remote / flexible working ability in jobs requiring teamwork", "Redefining duties and responsibilities" and "Job delivery times".

A4: The first week we started working from home, I had a hard time. I did not have a computer at home that I could use. I got my personal computer from my workplace. They also opened the system we use in the workplace to access from home. I was able to access all my files from home without going to work. This was a great convenience. In the first weeks, there were disconnections, connection errors and problems, but then these were fixed. I am having less problems now.

A1: I currently have 4 computers in my house. There were 2 before the pandemic. We use them for remote education and access to files at work. We had technical

problems in the first month. Then these started to decrease. We currently have very few connectivity issues.

On the other hand, changing working life conditions and remote / flexible working conditions enabled government officials to "be alone with themselves" and for them to "look over their life", and caused changes in their "plans and expectations" for the post-pandemic period.

B1: During the pandemic period, I do not waste time on time-consuming things such as getting ready for the workplace, transportation and organizing the working environment. I get more time for myself. In addition, there is no tiredness of going to work. Even if things get busy, the comfort of being at home can be preferred. I had retirement plans before the pandemic. But I postponed this during the remote working period. It feels like I can work a little more.

E2: I started my master's degree 3 years before the pandemic. I could not continue school because we worked very intensely and had so much overtime until the epidemic period. Along with working remotely, there was flexibility in our working hours and opportunity to work remotely. I also started my master's degree again.

A1: The pandemic gave me time and opportunity to do many things I had to postpone before. I took care of my long-standing dues related to home and my family. I started to spend more time with my kids. I started reading and writing again.

In the interviews with the participants, especially the key employees stated that their work intensity increased and they had some health problems due to the excessive workload.

E1: We have entered into an intense working tempo since April 2020. We had occasional mistakes and delays. We are going through a difficult period. People are stressed and nervous due to the epidemic. I understand, but things need to continue somehow... This is the first time we encounter this epidemic.

Employees of public institutions emphasized that at least some of the public services they offer have started to be provided online and remotely, digital transformation is a government policy, and that a great progress has been made in this direction before the epidemic, so the experience in this field facilitated their work during the epidemic period. Participant expressions are given below as an example of this situation.

A1: We already had work on the infrastructure that would allow the remote public services we offer to be serviced remotely. Actually, we were preparing. In fact, there is an experience like e-government in the public sector. For this reason, I cannot say that we were caught off guard. We adapted quickly.

E2: Before the epidemic, we were thinking about how we can deliver the work we do and the public service we offer remotely, online and interactively. But we were comfortable. We had action plans on this issue. Digital transformation was always on our agenda. These were on their own course. But we spread out over time. We suddenly had to speed it up independently from previous planning.

According to the statements of the participants, the advantages of working remotely are listed below:

- *Working hours can be stretched and adjustments can be made, except for timed and urgent jobs.*
- *Time can be used more efficiently.*
- *Short breaks can be given whenever desired.*
- *If order can be achieved with the family, the level of focus on work can be increased.*
- *There is less noise in the home environment compared to the workplace. There is no hustle and bustle, no distracting conversations and outside interference.*
- *The time spent in traffic for transportation to the workplace is an important gain, especially in big cities. An average of 1 hour a day, 5 hours a week, 20 hours a month; Each month corresponds approximately to 3 extra working days.*
- *Since there is no preparation, traffic, catch-up, daytime planning, workplace organization and no interaction with other employee, there is less stress and anxiety when you work from home.*

According to the statements of the participants, the difficulties and disadvantages of working remotely are listed below:

- *There are negativities and imbalances in the distribution of tasks.*
- *Some teams find it difficult to coordinate between each other.*
- *Since there was no previous experience in working remotely, there were disruptions in job deliveries at the beginning of the process.*
- *Strengthening the technical infrastructure for working at home and keeping it ready at all times, updating / maintaining needs require extra cost and time.*
- *There are difficulties experienced in the adaptation of newly recruited employees.*
- *Some jobs that require people to get together take more time by working from home.*
- *Difficulties are experienced in conducting teamwork and generally meeting tasks from home.*
- *Being too busy with housework and the comfort of being at home hinders doing business.*
- *The home environment being not suitable for working from home and the lack of a separate section causes problems in the working process.*
- *In cases where work intensity increases, work-life balance deteriorates in favor of life and family.*
- *Moving away from the social environment at the workplace and the continuous routine functioning at home affect the health of the employees negatively.*
- *With the disappearance of the concept of working hours continuous work and readiness for work causes stress and anxiety.*

5. CONCLUSION and SUGGESTIONS

The COVID19 Pandemic has deeply affected millions of people, and their working relationships and methods have changed. During this period, most of the employees, especially in developed countries, started to work from home. The fact that people started to work in an unfamiliar order created different difficulties. With the coronavirus, the remote working method has now become a necessity rather than a

choice. This obligation stems directly from the decisions made by governments or institutions. When all these developments are considered together, it is expected that working from home will become more common. Working from home has become a policy priority for many institutions and governments. While doing this, flexible policies should be produced for both employers and employees. However, this current situation and experience have provided a unique insight into how working from home works. It has also guided future policies that reshape the current structure of working hours and possibly provide more flexibility. This crisis has allowed us to find a way to help each other while fulfilling our responsibilities at work or at home. Although working from home has some disadvantages, some of these disadvantages can be overcome when time management is done properly by being disciplined.

As a result of this research, it was found that there are significant changes in the working life of all employees in the working group. It is seen that these changes differ according to demographic characteristics. In addition, employees think that the global epidemic will have permanent effects on work life. In summary, it is foreseen that nothing will be the same in business life.

In line with the findings obtained from the study It would be appropriate to consider the following suggestions in regulating business processes during the epidemic period:

Suggestions for Employees

- Communication with colleagues and team members should be maintained without interruption.
- Communication channels should be kept open so that it can be accessible when necessary.
- With managers and colleagues; A communication routine should be established for feedback on jobs, progress and deadlines.
- Regarding the difficulties encountered in business processes, these difficulties should primarily be instantly informed to managers and colleagues.
- Participating in meetings held via teleconferencing will make employees more visible.
- Focusing is a common problem in home study. In order to reduce this problem,

it will be beneficial to determine a suitable working area at home and prepare it for remote work.

- It is important to arrange the work area in the home environment and, if possible, to design a separate room for remote work.

- Physical factors such as lighting, tables, chairs and sound should be given importance to protect physical health.

- Sitting still for hours negatively affects health. For this reason, it will be appropriate to exercise at regular intervals and to create a routine outside the house.

- Factors that prevent focusing on work in the home environment should be minimized.

- A program for working home and a work routine should be established. For example, starting and ending work at the same time every day, standardizing rest breaks.

- Work discipline in the office should be maintained at home. Creating the to-do list and making priorities are examples of this.

- Rules should be determined together with family members in order to adapt to the new situation. These rules should be reviewed in case of new situations.

- Information should be shared about when family members or people from outside the house should contact during working from home. Otherwise there may be many interruptions.

Suggestions for Managers

- Employees' duties and responsibilities should be reviewed more frequently due to the course of the epidemic and uncertainty.

- Delivery times should be determined at a reasonable level,

- A separate work program can be arranged for remote workers.

- In cases where employees working in the workplace and at home are on the same team, additional efforts will be required to ensure communication and coordination. For this reason, meetings can be held at certain intervals with the participation of all team members. Remote workers should be informed at

certain times to be prepared and attentive in case of spontaneous and urgent jobs.

- Employees should be given flexibility in determining work schedules,

- It should be taken into account that each employee has a different character. Some employees may find it comfortable by interpreting remote work differently. Some employees, on the other hand, may have a problem of not leaving their jobs.

Suggestions for Institutions

- Institutions should develop alternative policies and be flexible during the epidemic period. Studies should be carried out in line with the plans and programs to be prepared by considering full-time or part-time, remote, home and rotational working models. Within this scope, the following recommendations are offered to institutions:

- The epidemic makes digital transformation essential in the public sector. Future plans should be made in this direction.

- There may be days, periods and hours when some of the employees work remotely and the other part from the workplace. In these cases, it is necessary to invest in platforms that will connect all employees online. In cases where existing online platforms are not sufficient, additional costs may be incurred. Care should be taken to ensure that feedback from employees is a priority criterion in order to improve the current communication infrastructure.

- The occupational safety and health team should set up training programs that prioritize the specific features of the COVID 19 outbreak.

- Different alternatives can be developed for the transportation of employees to the workplace under epidemic conditions.

- During the epidemic period, more employees will want to come to the workplace with their private vehicle. For this reason, it may be necessary to increase the number of vehicle parking spaces.

- It is of vital importance to take the necessary precautions to ensure the hygiene conditions in the offices.

- New rules and procedures should be established for food consumption in the workplace.

Suggestions for Parents Working at Home

It is difficult for parents to carry out the work from the workplace together with the responsibilities at home, in the same environment and simultaneously. With the closed schools and out-of-school environments, the time spent by students at home has increased more than ever. The fact that remote / home educated students and remote / home-working parents are active in the same time periods seems to have increased the confusion. In this process, home, rooms, internet connection, mobile phone, tablet, computer, consumables and many other resources have been opened to common use, and this situation has brought many problems. Parents working during this period may need to push themselves to keep up their jobs and fulfill family responsibilities.

- Parental complaints, which increased at the beginning of the epidemic, started to decrease with adaptation in the following process. Accordingly, the following suggestions are offered to parents:

- New plans should be made in which the work order reshaped with remote work and home responsibilities are taken into account together.

- Parents who are well aware that plans do not work in all situations should be prepared for emergencies.

- The work to be done at home should be prioritized.

- It is important that all family members take responsibility.

- It is important to prepare students for remote education and to maintain their motivation.

- Qualified and uninterrupted technical infrastructure in remote education is an issue that should be resolved with priority. Solving these tasks before the remote education begins and studying with backup will prevent problems and minimize losses.

- Breaks in remote education are important opportunities to prepare for the next period.

- In the process of working from home, it requires more effort to manage work and home life together. The rush that starts early in the morning can continue until late at night. It is important to try to maintain the diet and sleep patterns you had before the epidemic.

- Intense pace and being closed for a long time exhausts parents and children. For this reason, planned and unplanned breaks can be taken to relax and refresh, and out-of-home programs can be made in accordance with the rules.

As a result, employees faced various challenges in different fields due to the pandemic in the current period. In general, these fields are about maintaining responsibilities, experiencing different working models, working flexibly, adapting to working remotely / from home, doing part-time or periodic work, and fulfilling work and family responsibilities simultaneously. Not only subordinates but also managers and institutions have had to struggle with difficulties they have never encountered before. Perhaps, resilience should be noted as the most important feature in this period.

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