RIGA TECHNICAL UNIVERSITY

EFFECTS OF ORGANISATIONAL CHANGE CAUSED BY THE COVID-19 PANDEMIC CASE STUDY: LOGITRANS

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Abstract. This research delves into the repercussions of the COVID-19 pandemic on organisational change within the logistics group Logitrans. Grounded in a comprehensive literature review, the study positions itself within a broader context of organisational changes during crises, employing qualitative research methods. Through semi-structured interviews with eight directors in the Logitrans COVID crisis unit, on-site observations, and document analysis, the study aims for a nuanced understanding of the organisational changes.

Results highlight Logitrans' achievement of financial stability and operational improvements through organisational transformation. The adept incorporation of remote work skills, fostering efficient task completion contributed to enhanced performance and heightened employee satisfaction. Beyond financial gains, the study emphasizes community building, trust, and elevated morale.

Ultimately, Logitrans not only weathered the crisis but emerged resilient and prepared for future challenges. This study not only provides insights into Logitrans' experience but also extracts generalizable lessons applicable to businesses post-COVID-19. By contextualizing findings within a broader landscape of pandemic-induced organisational changes, the study aims to offer actionable insights for effective navigation in post-crisis environments.

Keywords: Change, COVID-19, Logistics, Organisational Change.

JEL Classification: L91, M10, M14, M54, O22, O32

INTRODUCTION

Organisational stability refers to an organisation's ability to withstand disruptions, both internal and external, while maintaining key aspects of its structure and culture. Achieving predictability and a shared identity is crucial, and this is often accomplished through the establishment of routines and rituals. These practices act as stabilizing forces, promoting teamwork, reducing uncertainty, and facilitating effective communication among team members (Jouxtel, 2019).

Organisational stability is essential for long-term success because it increases resilience, promotes wise decision-making, and equips businesses to successfully

manage challenging conditions. It is crucial to assess an organisation's stability and the extent to which that may affect its capacity to help a community (Jouxtel, 2019).

Organisational change is the process of making substantial alterations to an organisation's structure, operations, culture, or strategies to make a transition from the current state to a desired future state. This is essential in the fast-paced and competitive business environment, allowing organisations to enhance performance, adapt to market conditions, and effectively address internal challenges (Çetinkaya et al., 2019).

Business survival and growth hinge on adapting to market changes, fostering efficiency, and contributing to personal well-being. Successful adaptation requires businesses to prioritize adaptability, redesign organisational models, engage in continuous rebuilding, utilize learning methods, and provide employee training. This study investigates the impact of organisational change on employees, offering insights into the dynamics of navigating change in the workplace (Halkos, 2012).

The COVID-19 pandemic has brought about unprecedented challenges for organisations worldwide, necessitating significant organisational change to adapt and respond effectively. Organisations have had to adopt remote work and digital technologies, adapt their products, services, and operational processes to meet the changing needs and demands of customers, and accelerate the pace of digital transformation across industries (Gashi et al., 2022).

Organisations have also had to foster a culture of resilience, agility, and learning to navigate the uncertainties of the pandemic and adapt to the new normal. Successful navigation of the pandemic required effective change management, strong leadership, and a focus on fostering resilience and adaptability within organisations (Gashi et al., 2022).

As the organisation first exists with its human components before becoming so with its functions, systems, and components in the second place, organisational change is defined as a shift from one state to another. In our case study, we conduct our research in order to find out what were the factors affecting and imposing the changes performed by the Logitrans Group during the COVID-19 pandemic, and what changes were performed and their effects on the company's performance, unity, culture, strategy, and many other aspects, which led us to adopt the following problem statement in our study.

How has the COVID-19 pandemic affected Logitrans, and what are the organisational changes of these effects on the company and its performance?

To understand our subject better and get to discover its different parts and characteristics, we introduce the following research questions:
- What specific modifications did Logitrans make in reaction to the epidemic? How these changes affected the business's operations and culture?
- How were Logitrans' strategies and activities affected by the pandemic?
- How did the modifications affect Logitrans' financial performance and employee satisfaction over the short- and long terms?
- What insights and lessons did Logitrans take away from this experience?

This literature review explores organisational change during the COVID-19 pandemic across diverse sectors. It begins with Spicer's examination of

organisational culture shifts, drawing insights from various sources. Lopez's study focuses on the educational sector, highlighting the pandemic impact on schools through mixed-methods research. The logistics field is discussed next, emphasizing disruptions to global supply chains and resulting organisational changes. Milewska's study in the Polish apparel industry reveals supply chain risk management challenges. The conclusion underscores the significance of these studies in understanding pandemic-induced organisational changes, particularly in the context of Logitrans. This concise literature review aims to provide a comprehensive view of organisational challenges and adaptations in different sectors during the pandemic.

1. LITERATURE REVIEW

1.1. Organisational Change during COVID-19

Organisational change is commonly defined as a deliberate initiative aimed at altering the functioning or procedures of an organisation. The execution of such changes varies, encompassing guidance from seasoned organisational development consultants to managerial directives instructing staff to adopt new approaches (Choflet et al., 2021).

Spicer (2020) explores the impact of the COVID-19 outbreak on organisational culture, utilising a methodology that combines the author's observations with a critical assessment of existing literature. The primary focus of the study is on analysing how the pandemic has influenced corporate culture, with key outcomes including the adoption of remote work, an increased emphasis on employee well-being, and the imperative for organisations to respond swiftly to changing conditions. Leadership is highlighted as crucial for maintaining a healthy organisational culture during the pandemic. While the term "organisational change" is not explicitly addressed, the shifts in organisational culture discussed in the paper are implicitly linked to organisational change. The findings underscore the significant impact of the pandemic on corporate culture, necessitating rapid responses and emphasising the importance of employee well-being and strong leadership. The article concludes by framing the adjustments made by businesses in response to the pandemic as a form of organisational reform, motivated by the need to adapt to new conditions. Overall, the study contributes insights into how the pandemic has prompted organisations to modify strategies and implement changes to address emerging challenges.

Cameron & Quinn (2006) argue that organisational culture plays a crucial role in managing change. The Competing Values Framework identifies four culture types (Clan, Adhocracy, Market, and Hierarchy), each with distinct characteristics.

Lopez (2022) investigates the impact of the COVID-19 epidemic on organisational change in schools, using mixed methods. The study focuses on the pivotal date of 13 March 2020, exploring how the pandemic disrupted education and prompted organisational transformations. In Los Angeles, priorities included providing technology tools, professional development for remote learning, and initiatives like the "@home continuity of learning program" to ensure education accessibility. Health and safety measures, along with efforts for COVID-19

detection and prevention, were implemented. School leaders had to acquire new crisis management skills, turning challenges into opportunities for innovative practices. Despite resource constraints, adapting to change, and maintaining stakeholder engagement, school administrators demonstrated proactive and adaptable approaches, emphasising teamwork and communication. The study highlights the critical role of strong school leadership during crises, offering valuable insights for policymakers and administrators on crisis management and organisational transformation in schools.

1.2. Organisational Change in the Logistics Field during COVID-19

COVID-19 has presented significant challenges for the logistics industry, impacting businesses and industrial giants globally. In Hong Kong, Cathay Pacific took measures such as discontinuing the "Cathay Dragon" sub-line, resulting in layoffs and pay cuts for remaining staff. Lockdowns and travel restrictions have heavily affected operations reliant on travellers. On the flip side, online businesses, particularly those facilitating on-demand deliveries of essential goods, have experienced rapid growth (Choi, 2021).

In December 2019, an unidentified pneumonia outbreak emerged in Wuhan, China, associated with the Huanan Seafood Wholesale Market. Investigation revealed a novel coronavirus, named severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2), related to SARS-CoV. The virus caused the global pandemic COVID-19, prompting the World Health Organisation to declare it as such on 12 March 2020, due to widespread transmission and significant mortality Ciotti et al., 2020.

The COVID-19 epidemic posed unprecedented challenges to the logistics sector, disrupting global supply chains and necessitating significant organisational changes for efficiency and client satisfaction. A quantitative analysis highlights the pivotal role of logistics in the efficient operation of economy. The pandemic's global reach simultaneously impacted all supply chain nodes and links, causing difficulties in supply, transportation, and production effectiveness. Flaws in global supply networks led to lost sales and unmet demand, emphasising the need for resilient supply chains. The pandemic accelerated the adoption of logistics solutions, including real-time supply chain visibility, technology-enhanced facilities, and automation to meet rising customer demand, particularly in e-commerce. Digitalization trends have streamlined delivery procedures and diversified sales channels, prompting courier businesses to introduce contactless services. The pandemic highlighted the importance of logistics in economic activity, emphasising the necessity of supply chain resilience and robustness. Logistics organisations are actively deploying innovative solutions to navigate disruptions and adapt to the evolving global supply chain landscape (Rokicki et al., 2022).

In examining the impact of the COVID-19 epidemic on the Polish apparel industry, Milewska's study (2022) underscores the necessity of qualitative methodologies, particularly interviews, to assess the consequences of actions taken. The study, relying on telephone interviews with apparel company managers, reveals key findings about supply chain risk management during the pandemic. While the

crisis exposed significant challenges, such as interruptions in global supply chains and fluctuating container prices, its impact on manufacturing productivity varied based on the strategies employed. Global supply chains experienced more significant disruptions than local ones, indicating limited elasticity despite challenges in demand, supply, and transit. The research also highlighted the complexities of reallocating supply chains away from China. Polish garment producers responded with modifications, including Quick Response strategies, to address shifts in consumer behaviour and online shopping. The distribution and sales of clothing faced challenges, particularly for large companies relying on offshore manufacturing, leading to disruptions in logistics and inventory buildup. The severity of these issues varied among businesses, emphasising the need for tailored responses to navigate the complexities of the pandemic impact on the supply chains of the apparel industry.

Halkos (2012) emphasises the profound impact of organisational changes on companies and employees, focusing on factors like adaptability and employee experiences. This aligns with our interest in studying organisational changes in the logistics sector, prompting the adoption of qualitative questions for a comprehensive examination of organisational dynamics. The study discusses disruptions in the supply chains of Polish apparel companies during the pandemic, leading to decreased demand and delivery delays. Despite challenges, the authors note some advantageous impacts, such as increased awareness of ethical and ecological sourcing methods. The study provides suggestions for better preparation against future disruptions and highlights the significance of findings for sustainable development. Specifically, disruptions in garment flow from sewing factories to distribution centres posed challenges, especially for businesses outsourcing production to low-cost nations. The pandemic increased maritime transport costs, causing delays and impacting profitability. Overall, the analysis underscores how the pandemic disrupted supply chains across garment manufacturing, distribution, and sales, with implications for both traditional retail and online sales channels.

Jouxtel (2019) emphasises the importance of organisational stability for long-term success, indicating that the implementation of organisational change procedures can significantly impact a company's stability and long-term strategy, whether positively or negatively. This highlights the necessity of studying this aspect through qualitative research. In Poland, sewing manufacturers faced decreased production orders and disruptions due to high absenteeism during the pandemic. Short-term responses included stock building and the search for new contractors. There is a debate about fundamental adjustments in supply chain tactics post-pandemic, with opinions varying, especially in highly globalized sectors like apparel and automotive industries. The long-term consequences of the pandemic on clothing supply chains remain uncertain. In light of these studies and examples, the focus of our study is on demonstrating organisational changes and their effects on LOGITRANS, specifically in terms of strategy, culture, and performance during the COVID-19 crisis.

2. METHODS

Qualitative research is designed to explore inquiries related to gaining insights into the meaning and experiential aspects of human lives and social environments. The essence of effective qualitative research lies in the illumination of research participants' subjective meanings, actions, and social contexts, as perceived by them (Fossey et al., 2002).

This approach is essential for gaining a deeper understanding of a research subject that is still not fully comprehended, emphasising a humanistic or philosophical standpoint in understanding the study issue (Islam et al., 2022).

2.1. Data Collection Tools

Observation. In our daily lives, we make numerous observations of the world around us, and these observations of objects, events, and phenomena greatly influence our attitudes, behaviours, and beliefs. In order to improve our findings and methodologies as well as gain insight into how various operations are carried out, we have decided to use observation as a data collection strategy in our research (Islam et al., 2022).

Therefore, we were able to gain first-hand experience and notice the ways and methods used to perform the necessary tasks related to the job by using direct structured undisguised observations in the work environment as a qualitative data collection tool. Additionally, by observing various employees and how they carry out their jobs during the internship, we were able to notice and gather many things that assisted us with the research. Thus, we were able to:

- Take note of the employees' observance of the sanitary protocol and awareness of the significance of workplace hygiene;
- Assess the impact and outcomes of the implemented modification, as well as the advantages and beneficial effects it had on Logitrans;
- Check the relevant documents in our research;
- recognize the company's response to various circumstances during the course of the COVID era and take note of the relationships and sense of community they cultivated.

Document analysis. Document analysis is a systematic approach used to evaluate various types of printed and electronic documents, encompassing computer-based and internet-transmitted content. It is a qualitative research technique focused on interpreting data to extract meaning, understand concepts, and construct empirical knowledge. This method involves analysing diverse resources such as attendance records, event programs, manuals, books, brochures, diaries, newspapers, press releases, survey data, public records, and even scrapbooks and photo albums to conduct a detailed analysis (Bowen, 2009).

In our research, we utilised a diverse range of sources, including online platforms like Scholar Vox, Google Scholar, and libraries such as those at ENSM, ESGEN, EHEC, ESC, and ENSSEA schools in the university pole in Kolea. These sources provided access to a variety of literature sources, and we also leveraged the Logitrans group archive and database for valuable materials. This comprehensive

approach significantly enriched our research, offering diverse perspectives and strengthening our conclusions.

Interviews. In qualitative research, interviews are employed to delve into participants' attitudes, beliefs, experiences, views, and behaviours related to a specific issue. The objective is to gather in-depth information, offering insights into participants' perspectives and understanding of the research topic. Various interview formats, such as structured, semi-structured, and unstructured, provide flexibility in data collection (Liamputtong, 2019).

We opted for semi-structured interviews to delve deeply into participant viewpoints and experiences, generating comprehensive and nuanced data. This interview format involves a set of core questions guiding the conversation while allowing flexibility to explore specific concepts or responses further. It provides participants with guidance yet remains adaptable, accommodating new information and unexpected outcomes throughout the study. Semi-structured interviews are particularly useful in healthcare, offering flexibility to identify and extend relevant data based on participant input (Gill et al., 2008).

2.2. Data Collection Equipment

To ensure comprehensive and accurate data collection, we employed various techniques, such as recording interviews with smartphones, taking notes on computers and notebooks during interviews, and highlighting crucial points. The use of technology facilitated the capture of diverse data that might have otherwise been overlooked. Additionally, we prioritized ethical considerations by obtaining consent from interview subjects and ensuring the privacy and confidentiality of the gathered information.

2.3. The Interview Guide

The interview guide serves as a tool to maintain consistency in interviews, acting as a checklist or memory aid. Its primary purpose is to ensure uniform coverage of crucial subjects, allowing for efficient comparison of data. While conducting semi-structured interviews, the guide includes initial instructions and a list of significant topics. It offers a possible framework for the interview, but the interviewer is free to explore new areas that may arise, allowing the conversation to take a natural flow based on the interviewee's responses (Daverne-Bailly & Wittorski, 2022).

2.4. Choice of the Questions in the Interview Guide

COVID-19 Part: The incorporation of the COVID-19 Part in the interview guide draws inspiration from the work of Maskály et al. (2021). Their study, which focuses on organisational changes during the COVID-19 pandemic, shares similar objectives and interests with our research. By aligning with Maskály et al. (2021), we aim to gain valuable insights into the direct effects of the pandemic and potential outcomes on organisations. The relevance of their study to our research question, specifically addressing the impact of modifications on Logitrans' financial performance and employee satisfaction over the short- and long-terms, adds depth

and context to our investigation. Utilising findings of Maskály et al. (2021) enhances the study comprehensiveness, providing a basis for comparing and contrasting Logitrans' experiences with broader trends observed during the pandemic.

Organisational Change Part: The inclusion of the Organisational Change section in the interview guide is influenced by Halkos (2012) and his exploration of the significance and impact of organisational changes on companies and their employees. Halkos' insights provide a theoretical foundation that aligns with one of the central aspects of the study – examining the influence of organisational changes on Logitrans. By integrating concepts from Halkos' work, the interview questions aim to delve into the intricacies of how Logitrans' strategies and activities were affected by the pandemic. This alignment enhances the theoretical underpinning of the study, offering a robust framework for understanding the practical implications of organisational change in the specific context of Logitrans during the COVID-19 crisis.

Long-Term Views Part: The incorporation of the Long-Term Views section in the interview guide draws inspiration from Jouxtel (2019), an expert in organisational stability and change. Jouxtel's research underscores the significance of maintaining a stable work environment and highlights how change can serve as a supportive factor in ensuring stability. The questions designed for this part of the interview guide are strategically aligned with Jouxtel's insights, aiming to explore the long-term perspectives adopted by Logitrans in response to the COVID-19 pandemic. By linking theoretical concepts with practical experiences, this approach enriches the depth of the study and provides a nuanced understanding of Logitrans' strategic considerations and the lessons derived from the pandemic experience. The study also states that the group has drawn insights and lessons related to the necessity to adapt by implementing new ways and procedures suitable for handling the dire faced situation and to use all possible resources and strategies to adapt and limit losses.

Communication, Resistance and Change Conduct: The inclusion of the Communication, Resistance, and Change Conduct section in the interview guide is strategically grounded in insights from Nyunt et al. (2015). This choice aligns the interview questions with established theoretical concepts, enhancing the study rigor. Inspired by work of Nyunt et al., the questions delve into Logitrans' communication strategies, the manifestation of resistance during the epidemic, and the organisation's conduct of change. The aim is to draw parallels between theory and practice, offering valuable insights into how Logitrans navigated organisational changes in response to the COVID-19 pandemic.

The selected interviewees willingly participated in the research on organisational change during the COVID-19 pandemic. Ethical considerations were prioritized, with permission obtained from the Group CEO and explicit consent from directors. The interviewees were fully informed about the research, emphasising transparency. Their involvement was marked by open communication, fostering collaboration. This ethical approach upheld research integrity and established trust among stakeholders.

2.5.   The Research Sample

In qualitative research, selecting participants involves identifying knowledgeable individuals with diverse perspectives to illuminate the subject. Unlike formal, random sampling, qualitative sampling is iterative, adapting as researchers gain familiarity with the field. It focuses on carefully choosing instances or occurrences that contribute to building a useful corpus of empirical samples. The process aims to achieve specific objectives rather than a formal, random selection from a known pool (Flick, 2018).

For our research, we chose eight interviewees based on specific criteria. They hold roles as department managers or directors and are part of the pandemic-established crisis unit for communication and awareness. Selection criteria align with the focus of the study on Long-Term Views, Communication, Resistance and Conduct of Change, Organisational Change, and COVID-19. The process prioritized individuals with relevant experiences, emphasising their roles as department managers or directors within Logitrans Group and their active participation in the pandemic crisis unit, crucial for communication, awareness, and decision-making.

The interviewees were chosen deliberately to ensure a comprehensive representation of diverse experiences, perspectives, and responsibilities within the crisis unit. This diversity aimed to capture a holistic understanding of the organisational changes implemented by Logitrans during the COVID-19 pandemic. The inclusion of department managers and directors, coupled with their involvement in the crisis unit, enhances the richness of insights gathered, offering a well-rounded view of the company's responses and adaptations during a period of significant change and uncertainty.

The names of the interviewees, their occupations, and the length of the interviews are shown in Table 1.

Table 1. The Profiles of the Interviewees

Name	Job position	Duration of the interview
Mr. M R	Director of Audit and Management Control	40 minutes
Mr. L A	Head of Finance and Taxation Department	30 minutes
Mr. B M	Director of Finance and Accounting	38 minutes
Mr. L S	Director of Human Resources	25 minutes
Mr. M B	Responsible of Administration and Resources	18 minutes
Mr. B	Director of Finance and Accounting of SNTR Transport	25 minutes
Mr. B M	Director of Operations of SNTR Transport	24 minutes
Mr. B O	Director of Information Systems	20 minutes

Source: Developed by the authors

2.6. Data Analysis

Qualitative data analysis involves systematically evaluating non-numerical data to identify patterns and insights. Common in social sciences, psychology, and market research, methods like content analysis, grounded theory, and thematic analysis are employed. Thematic analysis, chosen for its in-depth exploration and adaptability, follows a cyclical process of data collection, processing, and interpretation using coding, memoing, and diagramming. It proves a potent tool for understanding human experiences and complex phenomena, allowing for a nuanced examination of various perspectives in our study (Poth & Creswell, 2018).

Thematic analysis. Thematic analysis involves identifying recurrent patterns or themes in a dataset, aiming to fully comprehend data and uncover implicit assumptions or meanings. It follows a methodical and iterative process, starting with data familiarization and initial coding, progressing to theme development and refinement. The evaluation includes Level 1 (focused on codes and data extracts) and Level 2 (considering the complete dataset). The final themes are named, refined, and presented in a cohesive narrative. Thematic analysis, a flexible tool, finds applications in various research domains, providing a comprehensive approach to data interpretation (Humble & Mozelius, 2022).

NVivo. NVivo, a computer-assisted qualitative data analysis program (CAQDAS), aids researchers in managing and analysing large volumes of qualitative data, encompassing text, audio, video, and images. It offers tools for coding, categorization, analysis, visualization, and reporting. NVivo supports various qualitative research methodologies, such as grounded theory, thematic analysis, and discourse analysis, making it a valuable resource in academic research, social science, business, and other disciplines dealing with qualitative data analysis (Bazeley, 2018).

3. RESULTS

3.1. Result Presentation and Analysis

The study on Logitrans' response to the COVID-19 epidemic involved in-depth interviews with the crisis unit heads, aiming to examine the organisational change process caused by the pandemic. Analysis of confidential financial documents provided insights into financial procedures, minimizing losses. Onsite observations captured employee behaviour and attitudes toward implemented measures. The qualitative research approach yielded a comprehensive understanding of the challenges, opportunities, and strategies employed during the organisational transition.

The document analysis in the Logitrans' research included a detailed review of official communications, policy updates, financial reports, and strategic plans. This method aimed to uncover specific organisational changes in response to the pandemic, revealing tangible modifications in operational protocols, communication strategies, financial planning, and organisational priorities. Key findings encompassed details about the crisis unit establishment, updates in remote work policies, technology investments, and changes in the ERP information system.

Document analysis, combined with interviews and observations, provided a comprehensive understanding of Logitrans' organisational change during the COVID-19 pandemic.

The research at Logitrans provided valuable insights into the group's culture, task execution, priorities, and the credibility of statements related to work nature, employee satisfaction, and morale. Workplace observations played a pivotal role in offering a real-time and comprehensive perspective on the impact of organisational changes during the COVID-19 pandemic. These observations covered tangible aspects of implemented reforms, including remote work policies, ERP system utilisation, cultural shifts, and the establishment of a crisis unit. The focus extended beyond the physical workspace to encompass team dynamics, employee well-being, leadership practices, and customer interactions, resulting in a nuanced understanding of Logitrans' strategies and activities affected by the pandemic. This approach ensured a holistic exploration of both immediate and long-term consequences. Logitrans Group's response to the COVID-19 pandemic reflects a comprehensive organisational transformation, offering insights for businesses navigating similar challenges. The shift to remote work prioritized safety and operational continuity, emphasising the strategic role of technology. Cultural changes focused on hygiene and employee well-being underscored the importance of adapting to new norms. Proactive crisis management through a dedicated unit and enhanced flexibility showcased organisational resilience. The method used provided a nuanced understanding of the pandemic impact, encompassing financial implications and employee experiences. Lessons learned highlight the significance of strategic adaptability, crisis preparedness, and employee-centric approaches for sustained organisational success amid uncertainties (see Annex 1).

Organisational change, as exemplified by Logitrans Group's response to the COVID-19 pandemic, offers valuable insights for businesses navigating transformative challenges. The implementation of remote work policies demonstrates the adaptability and strategic integration of technology to ensure operational continuity. Emphasising the ERP information system showcases the pivotal role of technology in streamlining processes even in a remote work environment. Cultural shifts centred around hygiene practices highlight the importance of fostering a safe and healthy work environment. The establishment of a crisis unit underscores the necessity for proactive and dedicated crisis management strategies. Additionally, the flexibility provided to employees showcases the significance of accommodating changing work dynamics. These insights collectively emphasise the importance of strategic foresight, technological integration, cultural adaptability, and proactive crisis management in successful organisational change endeavours (see Annex 2).

Logitrans Group's organisational change during the COVID-19 pandemic showcases the pivotal role of effective communication, proactive management of resistance, and strategic conduct of change. The implementation of a remote work policy and cultural shifts reflects transparent and proactive communication strategies, fostering understanding among employees. The creation of a crisis unit demonstrates proactive measures to address resistance, emphasising leadership commitment and involving employees in decision-making. The adoption of ERP

systems, cultural shifts, and crisis management strategies highlights the strategic planning and execution needed for successful organisational transformation. The emphasis on flexibility and work-life balance underscores the importance of aligning change initiatives with employee well-being. These insights offer valuable lessons for businesses undergoing similar transformative journeys (see Annex 3).

Considering "Long-Term Views" within the context of Logitrans Group's organisational change during the COVID-19 pandemic, the strategic adaptations made by the company demonstrate a forward-thinking approach. The emphasis on digital technology and operational flexibility reflects a commitment to long-term sustainability and efficiency. By acknowledging the favourable and unfavourable impacts and recognising the importance of rapid response to unforeseen changes, Logitrans sets a precedent for businesses aiming for resilience and success in the face of ongoing uncertainties. The study encourages a proactive and holistic perspective, aligning organisational changes with the overarching goal of maintaining success and sustainability in the long run (see Annex 4).

Fig. 1. Word cloud (made with NVivo).

Logitrans experienced significant benefits from implementing organisational transformation during the COVID-19 epidemic. The company achieved financial stability by developing remote work capabilities, enhancing assignment completion efficiency. The emphasis on communication and support fostered a stronger sense of belonging among employees, leading to overall performance improvement. Operational processes and strategy enhancements were pivotal in responding to the pandemic, providing valuable insights and strategies for similar circumstances in the future. The organisation not only survived but emerged stronger, with increased resilience, improved camaraderie among employees, heightened productivity, and

optimised resource utilisation. The focus on community building promoted cooperation and trust, while strategic alterations and the adoption of new practices enhanced production and efficiency. Despite the challenges, Logitrans successfully adapted, gaining knowledge and strategies for handling unforeseen situations, making the company more resilient and well-prepared for future obstacles.

4. DISCUSSIONS

Like many other companies, the Logitrans Group was significantly impacted by the COVID-19 outbreak. The main points on the pandemic effects on Logitrans will be discussed, along with how they relate to the articles and studies brought on the subject in the literature review.

The group had to make improvements to its program, according to the first major finding. In order to limit the spread of the virus and ensure minimal service personnel regulation, Logitrans established remote working for the majority of managers and employees. This modification is in line with the paper by Gashi et al. (2022), which emphasises the use of digital technology and remote work as a component of organisational change during the pandemic. By accepting remote work, Logitrans put its employees' health and safety first while continuing to run its business using technology.

The second finding concerns the degree to which Logitrans' work environment and working circumstances were appreciated by its employees both during and after the pandemic. The business avoided wage cutbacks or layoffs, kept employees' salaries even when they did not work, and gave bonuses to on-site staff, among other decisions that had a good impact on employee happiness. This is consistent with the idea of worker participation that was covered in our theoretical chapter. Employees that are motivated and engaged are more likely to adapt to change successfully and help the organisation succeed (Halkos, 2012). The happiness of Logitrans' employees shows that they are aware of and appreciative of the company's improvements.

The primary findings also address another crucial aspect related to financial performance. In contrast to other businesses, Logitrans took early action to prepare for the pandemic, limiting losses. Despite experiencing challenges and setbacks including the suspension of operations at the training subsidiary and issues with international transportation brought on by border closures, Logitrans was able to keep its financial performance strong. This result is in line with the evaluation of the literature, which highlights the value of organisational stability and how it affects long-term success (Jouxtel, 2019). Financial stability was a result of Logitrans' capacity to quickly adjust and deal with the pandemic.

The final important conclusion is related to the elements of organisational change success. Successful organisational transformation depends on effective communication, leadership support, and employee engagement, which were all highlighted as essential components. This result is consistent with the study of the literature, which emphasises the value of strong leadership, effective communication, and motivated employees in managing change (Smith, Johnson, & Brown, 2022). These elements contributed to Logitrans' successful organisational

transformation during the pandemic by facilitating clear messaging, offering direction to staff, and fostering a supportive and flexible work environment.

The most important data on the COVID-19 pandemic effects on Logitrans Group show that the company was able to successfully adjust to the crisis problems. The results are consistent with the analysis of the literature, which highlights the significance of organisational stability, effective change management, and the adoption of remote work and digital technology during the pandemic. Logitrans displayed resilience and dexterity in managing the uncertainties of the pandemic by giving employee happiness a top priority, preserving financial success, and putting in place strong communication and leadership support. These results, which emphasise the need of strong leadership, effective communication, and motivated personnel in achieving successful organisational transformation, offer insightful information for organisations experiencing similar problems in the future.

The factors influencing the changes implemented by the Logitrans Group during the COVID-19 pandemic are multifaceted and align with broader organisational change principles. Based on the discussed subjects, several key drivers and considerations emerge:

External Environmental Pressures: Global Pandemic Impact, the COVID-19 pandemic served as a significant external force necessitating organisational changes. The widespread health crisis disrupted traditional business operations, compelling Logitrans to adapt swiftly to unprecedented challenges.

Operational Continuity and Flexibility: remote Work Policy, the implementation of a remote work policy showcased the company's commitment to ensuring operational continuity while prioritizing employee safety. This change allowed employees to continue their tasks remotely and utilise online collaboration tools.

Technological Infrastructure Investment: Emphasis on ERP Information System, the increased reliance on the ERP information system demonstrates a strategic response to maintain efficiency and streamline processes even with a remote workforce. Investments in technology infrastructure became essential to support remote work and ensure access to necessary tools and resources.

Cultural Shift and Employee Well-being: Hygiene Measures and Cultural Transformation, the cultural shift involved adopting cautious and careful working practices, incorporating hygiene measures such as face masks and hand sanitizers. This change prioritised employee well-being, emphasising the importance of health and safety during the pandemic.

Crisis Management and Communication: Creation of Crisis Unit, establishing a crisis unit reflects a proactive approach to crisis management. This unit played a pivotal role in monitoring the situation, communicating effectively with staff, and making informed decisions based on available information and professional advice.

Employee Flexibility and Work-Life Balance: Increased Flexibility, LOGITRANS responded to the challenges posed by the pandemic by offering employees increased flexibility and promoting a better work-life balance. This change recognises the importance of supporting employees in managing personal and professional obligations.

CONCLUSIONS

The study found that despite facing losses and setbacks, Logitrans' employees expressed satisfaction with the work environment and circumstances provided by the company during and after the pandemic. The successful implementation of organisational change during a crisis was attributed to effective communication, leadership support, and employee involvement. The study established a causal relationship, highlighting that the success of implemented procedures heavily depended on the engagement and attitudes of employees toward the change. Key organisational changes included remote work policies, emphasis on the ERP information system, a cultural shift, crisis unit establishment, and increased flexibility, contributing to financial stability and contentment among employees.

The study focused on investigating Logitrans' specific adjustments in response to the pandemic, analysing their impact on operations, culture, employee experiences, and financial performance. It explored the challenges and opportunities faced, aiming to derive lessons for organisations navigating change amid adversity. Conclusions emphasised the significance of effective communication, leadership support, and employee engagement in successfully managing change. The insights of the study provide valuable guidance for organisations dealing with similar challenges, particularly during crises, highlighting the importance of adaptability and prioritizing employee well-being. While limited to Logitrans, the findings offer applicability and suggest avenues for future research on diverse businesses and industries to understand the long-term effects of the pandemic on organisational transformation processes.

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Annex 1

Logitrans Group's Response to the COVID-19 Pandemic

Interview	Theme	Effect	Nature		Explication	Financial performance	Comment
			Threat	**Opportunity**			
1	COVID-19	We have resisted the crisis due to our strategy and activities.	X	X	It affected us, but gave us the chance to measure our capacity to adapt, open our eyes to the importance of our information system, and prepare for future crises.	Company maintained financial health due to other activities.	Logitrans Group made good and cautious preparations and measures right from the start in order to protect its employees from any possible danger or threat, therefore, when faced with the pandemic and its effects the Group did not suffer from much financial or operational damage, despite facing some difficulties in certain activities and subsidiaries, it kept on operating and performing by switching its activity domains and focus and taking necessary precautions and respecting the sanitary instructions. In addition to this, we were able to reassess and re-evaluate our capacities and abilities in general, and in handling unprecedented situations and managing it well in order to keep on functioning and minimize the possible losses. Analysis:
2		We continued working by taking sanitary measurements into account, using remote working, and managing the structure and working procedures with bare minimum staff.	X		COVID has enabled us to improve remote working and the use of information systems to re-evaluate our capacities and tools.	We were not affected financially. We are investing more and strengthening our production, despite some setbacks that our clients faced.	
3		Our main activity was transportation, so we had a minimal staff working due to our ERP system and sanitary restrictions.	X		We had the opportunity to evaluate our capacities and organise our functions due to the threat.	Transport was maintained, but international transport decreased, we worked merchandise such as medicines and hospital tools.	
4		We implemented a remote working method and provided masks, hygiene products, and released most of the staff very early.	X		COVID has enabled us to develop new methods and procedures to address the threat.	Monitoring guidelines and employees led to understand we had some setbacks.	
5		We minimized the number of workers and created a crisis unit to track development and changes.	X		COVID caused significant disruption to many activities.	It was not affected much, Transport was assured during and after the pandemic, especially for medicines and military.	
6		We have a centralized data centre system that gives us the upper hand in the event of COVID.	X		COVID-19 was a challenge that required adapting to the situation.	We continued working with our information system to make it possible.	

| 7 | | A crisis unit was established to track pandemic developments and ensure compliance with sanitary instructions, in addition to work programs changing. | **X** | | We had difficulty communicating with clients, suppliers and employees. | Financial problems were not severe enough to affect our performance greatly. | |
| 8 | | There were certain measures in place, to react to the economic and social effects of COVID and the quarantine and the reduced work hours and presence. | | **X** | To reinvent other models of work organisations, like remote work, and to develop TIC methods and work procedures. | The Group had some financial difficulties due to COVID restrictions like closing the borders. | |

Source: Developed by the authors

Annex 2

Logitrans Group's Response to the Organisational Change

Interview	Theme	Types	Strategy	Mental health and well-being of employees	Technology	Comment
1	Organisational Change	We focused functions on certain people and managers to ensure continuity.	We developed a new product, remote trainings, due to the closure of a subsidiary.	The crisis unit created by the group and CEO provided special procedures for workers, such as remote work, with priority given to pregnant women, individuals with chronic illnesses, and young children.	The Group used a secure ERP and video conferences to organise meetings.	The Group has a long term planned strategy from 2016 to 2025, which made it easier to deal with COVID-19 effects and damages, since the strategy is well studied and has goals and objectives in plan. Also, Logitrans made sure to take care of its employees in every way possible, from giving priorities to pregnant women, people with chronic illnesses and special needs in terms of early leave, keeping the salary as it was, not making any layoffs or salary cuts, to reassuring and assuring communication through developed
2		We created a crisis cell, with one online meeting to discuss problems, and strengthened communication to ensure information flows well.	The strategic plan had no impact due to a long-term strategy fixed between 2016 and 2025.	The workers were reassured with good news and communication, no layoffs, and the salary stayed the same for those who worked remotely.	We used the video conferences for reunions, email and phone calls exchanges to communicate, and our ERP information system to work remotely.	
3		Remote job methods, and changes in function systems have been implemented to reduce costs.	Optimizing tasks and activities to reduce employee workload.	We invested in physical health and made exceptions for pregnant women and persons with chronic illnesses,	Remote working methods were used, and communication via emails and phone calls.	

				allowing them to stay at home and still receive their salary. No layoffs or salary reductions were made.		and updated technology tools and means. Logitrans was one of the very few if not the only one to keep giving its employees their salaries even when they did not come to work to ensure the minimum staff and service sanitary instruction application, in addition to providing the ones who had to be present in the workplace with all the necessary conditions to ensure their safety, and make the tasks easier for the ones who had to do remote work with the secure ERP system. All of this was monitored and followed by the weekly meetings still ongoing right now, of the crisis unit created to keep track of the changes imposed by the pandemic and the COVID virus.
4		We employed new working programs and changed the decision process in some subsidiaries to ensure the work continued properly.	We provided sanitary instructions and measures to prevent the spread of the virus, such as isolating suspected employees and banning gatherings and direct interactions.	We continued salary collection and gave some employees their salaries in advance, providing reassurance and communication in all times.	We used email exchanges for communication, in addition to phone calls, we used our information system, we also used the video conferences for reunions.	
5		The work system and program changed to ensure health and order.	Implemented emergency treatment systems to ensure activities and work continue.	We reassured people with chronic illnesses and special cases and kept the communication process positive.	Video conferences, and a very secured ERP information system.	
6		Behavioural change that allowed most IT specialists to work remotely, so making it easy for them was a responsibility for us.	Our information system enabled managers and employees to better manage their tasks.	Video conferences were used to keep contact with employees, provide remote work tasks, and raise awareness of COVID.	The use of an information system, ERP, video conferences, and online meetings was instrumental in facilitating communication during the COVID-19 pandemic.	
7		We made certain procedures and notes, such as remote work, and giving people with chronic illnesses and special needs priorities.	Specific protocols and changed were implemented to make sure the transport of merchandise continued.	We ensured the flow of information and communication to reassure employees and staff.	Email and phone conversations were used for communication as well as remote working techniques.	
8		Changes were made to communication tools, information flow, work programs, and plans.	Adopting a new managerial approach based on responsible conduct.	Investment in physical well-being and creating accommodations for those who needed to stay at home during pregnancy and chronic illnesses.	The information system was exploited and used, in addition to video conferences, and remote work methods and technologies.	

Source: Developed by the authors

Annex 3

Logitrans Group's Response to the Communication, Resistance and conduct of Change

Interview	Theme	Resistance		Type of resistance	Security measures	Comment
		Yes	**No**			
1	Communication, Resistance and Conduct of Change		X	/	We followed sanitary instructions and precautions to ensure safety.	In terms of change resistance, all of the employees were very understanding and respective of the imposed instructions and the applied changes, thanks to the flow of the information and communication at all times. As for safety measures, the Group ensured to provide all necessary tools and equipment, and illustrate the instructions to follow and respect.
2			X	/	We ensured to provide everything needed to reassure them. The salaries were maintained for all workers, and we had no layoffs.	
3			X	/	We applied sanitary measures, provided tools and devices to limit the spread of the virus, and performed necessary procedures to continue the work properly.	
4			X	/	Sanitary measures and equipment, bonuses to workers, salaries in advance, and help and assistance in any need.	
5			X	/	Workers quickly accepted instructions and adapted to new regulations.	
6			X	/	To stop the virus from spreading, we implemented sanitary precautions, gave out equipment, and carried out the required processes.	
7			X	/	Agreements and protocols for COVID tests and instructions.	
8			X	/	Communication and awareness helped to facilitate adaption and acceptance.	

Source: Developed by the authors

Annex 4

Logitrans Group's Response to the Long-Term Views

Interview	Theme	Lessons	Culture and cohesion	Relationship with customers	Comment
1		Working with minimal staff taught us to use technology to measure capacity.	Solidarity between workers due to loss of friends and family.	Clients were impacted by the crisis and found themselves in difficult financial situations,	The basic minimum of people is always preferable to complete duties. We must constantly be ready for any emergency or condition and flexible enough to handle it. Our information system is crucial, and effective management depends on efficient communication. These are some of the key lessons the Logitrans employees acquired from the epidemic, which strengthened their solidarity and togetherness as well as their relationships with their clients who experienced the consequences of COVID more severely than they did.
2		We had to take necessary measures to adapt to changes, such as developing communication and an information system, to continue functioning properly.	The spirit of one big family was strengthened through communication and closeness between workers.	The crisis cell enabled us to adapt to the lockdown schedule and provide our clients with the necessary tools to affect their jobs while being understanding of their situation.	
3		Using the bare minimum staff would always be better for performing tasks.	We had more cohesion and consolidation; a lot of workers are now closer to each other.	Our training subsidiary stopped operations due to the impact of COVID-19, focusing on our clients' needs.	
4	**Long-Term Views**	Experience in crisis management and adaption to military logistics procedures allowed work continuity.	In the pandemic, we had great solidarity and we sensed a shared feeling between the employees.	We maintained good relationships with our suppliers by meeting our commitments and being flexible.	
5		Road transport is the pillar of any country's development.	COVID strengthened the spirit of a large family.	New customers relied on Logitrans to ensure merchandise transport and work continuity during COVID.	
6		We must always be ready and prepared for any form of emergency or condition, and flexible enough to handle such situations.	We developed a sense of belonging and solidarity during the pandemic.	we developed a bond of belonging and solidarity through the hardships we both faced	
7		Our information system is very important, and good communication is the key to successful management.	Stronger solidarity and cohesion were developed and strengthened between employees.	We felt a slight impact through our clients, but it was not significant for us.	
8		Setting safety rules is essential for navigating difficult situations.	Employees got closer and positive energy was spread more.	Customers gained trust and belonging due to increased exposure.	

Source: Developed by the authors