Leaders Perspective on Post COVID-19 Pandemic period: Global Business focus

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Abstracts

The corona virus disease 2019 (COVID-19) global pandemic period has drastically affected everyone worldwide. The COVID-19 global pandemic is caused by severe acute respiratory syndrome coronavirus-2 (SARS-CoV-2). The World Health Organization (WHO) declared COVID-19 as global pandemic on 12 March 2020. There were 10,694,288 confirmed cases, 516,905 deaths and 5,480,394 recoveries globally as of July 2, 2020. There has been research on COVID-19. However, no research was found that focus on post COVID-19 period and economic development with global business focus. Using qualitative research approach, this study found that people will continue to work from home as expressed by majority of respondents. Distance education, travel on road and chartered planes, social distancing, wear face mask, watch entertainment on television, work from home, more video conferences and less business travel, washing of hands regularly and the use of hand sanitizers practiced during the COVID-19 period will be continued post COVID-19. The artificial intelligence/information technology, education, healthcare industries will maintain the same practices into post COVID-19. Strategic leadership style will be mostly practiced in post COVID-19 period. Global businesses that survive during COVID-19 period will boom post COVID-19 period. World Health Organization and or governments set policies for businesses to comply post COVID-19 period. On the other hand, universities should conduct research and give the results/findings to governments and or the United Nations to set policies for businesses to comply post COVID-19. The present study shows that in post COVID-19 period, global business will boom leading to economic development. For future research, further research should be conducted into how successful the post COVID-19 activities would be three years after post COVID-19 period. Top leaderships of businesses, governments and university researchers globally should be interviewed using mixed method research approach.

Keywords: COVID-19, economic development, education, global business, leadership, World Health Organization.

Introduction

The corona virus disease 2019 (COVID-19) global pandemic period has drastically affected

everyone worldwide. The global pandemic is caused by severe acute respiratory   syndrome

coronavirus-2 (SARS-CoV-2). The World Health Organization (WHO) declared COVID-19 as global pandemic on 12 March 2020 (World Health Organization, 2020). There were 10,694,288 confirmed cases, 516,905 deaths and 5,480,394 recoveries globally as of July 2, 2020.

Plakun (2020) stated that due to COVID-19, psychotherapists would be treating patients with moral injury during and after the COVID-19 era. Williamson (2020) stated that moral injury is a physiological distress due to one's guilt for actions or no actions regarding the person's moral beliefs. Moral injury is associated with negative thoughts of oneself or others that can lead to mental illness and post-traumatic stress disorder (PTSD). During this COVID-19 period essential workers including healthcare professionals, fire services, police officers, and prison staff experience moral injuries. Non-healthcare professional including teachers and media workers in many countries including US, Australia and UK experience moral injuries. Family members who could not visit their loved ones who had COVID-19 experienced moral injuries. There has been research on COVID-19. However, there has been no research about post COVID-19 period and economic development with global business focus. Therefore, this study addressed the gap.

The rest of the paper is structured as follows: The Literature review section synthesized existing literature. The Methodology and Results section addressed the methodology used and the results. The Discussion and Recommendations section discussed the findings of the study and made recommendations for businesses, governments, universities and World Health Organization. Finally the Conclusion section made recommendations for further research and concluded the paper.

Literature Review

COVID-19 has created a new norm for all citizens throughout the world. Below are the new-norms that has changed a way of life of people throughout the world:

1. *COVID-19 infection prevention and control*

World Health Organization; WHO (2020) provided guidance on infection prevention and control (IPC) guidelines for use when COVID-19 is suspected. This guidance is for health care workers (HCWs), health care managers, and IPC teams at the facility level but it is also relevant for national and district/provincial levels. The following are some of guidelines:

- Wash your hands often with soap and water for at least 20 seconds;

- Avoid touching your eyes, nose, and mouth with unwashed hands;

- Stay home when you are sick;

- Cover your cough or sneeze with a tissue, then throw the tissue in the trash;

- Practice social distancing and

- Wear mask in gatherings.

2. Health Care Service

Plakun (2020) stated that due to COVID-19, psychotherapists would be treating patients with moral injury during and after the COVID-19 era. Williamson (2020) define moral injury as a physiological distress due to one's guilt for actions or no actions regarding the person's moral beliefs. Moral injury is associated with negative thoughts of oneself or others that can lead to mental illness and post-traumatic stress disorder (PTSD). During this COVID-19 period essential workers including healthcare professionals, fire services, police officers, and prison staff experience moral injuries. Non-healthcare professional including teachers and media workers in many countries including US, Australia and UK experience moral injuries. Family members who could not visit their loved ones who had COVID-19 experienced moral injuries.

Mehrotra, Ray, Brockmeyer, Barnett and Bender (2020) stated that patients who are concerned that they have COVID-19, receive medical attention during the COVID-19 period. Medical doctors use telemedicine to address questions, coordinate testing, and triage clinical needs. Telemedicine is also used to provide care for individuals in quarantine or recently discharged to home. For patients who have non–COVID-19 issues, telemedicine allow them to receive health care without the risk of

exposure; risk exposure is a critical concern for older adults and those with chronic conditions. The net effect is reduced exposure to patients and clinicians and a limit on demands of emergency departments. Telemedicine enable health care providers who are themselves quarantined or must stay at home to care for children; telemedicine to continue to provide care. Telemedicine systems are revised to have features for electronic messaging, setting appointments, making telephone calls, and video visits.

Ganatra, Dani, Shah et al. (2020) recommended management for patients with COVID-19 associated myocardial injury to supportive care as well as management of the infection itself. Current therapy is based on reducing viral replication and modulating the host inflammatory response. The choice of therapy is guided by the severity of illness and hemodynamic compromise. Avoid Non-Steroidal Anti-Inflammatory Drugs (NSAIDs). NSAIDs are often used in the management of myopericarditis. However, NSAIDs may also increase the risk of acute kidney injury (AKI]. Therefore, NSAIDs should not be given to any patients with suspected or confirmed COVID-19.

3. Globalization

COVID-19 is a global issue. COVID-19 has stopped travelers as well as physical business transaction globally, thus more virtual transaction were practices around the world. According to Young-wook (2020) many countries such as Korea has global relations with the United States, Europe, China, and Southeast Asia and many other countries. Dubai and UAE on the other hand have more than 200 foreign nationalities form a big part of the UAE's 10 million population, and they have already learned the ways and practices of coexistence. Dubai is designed to embrace all races and cultures and tolerance to accept each other's culture and way of life. Even during Ramadan, restaurants are permitted to operate with partitions. In Dubai there are laws that apply universally to all residents of various nationalities without discrimination. However, beginning March 2019, only virtual globalization was allowed. Platform including Zoom, Google meet, and Cisco Webex

suddenly became popular for communication. Until today there is no physical globalization allowed by many countries until were announced by the governments.

4. Working Space

In India, to assure a safe working environment and ensuring business continuity post COVID-19, Sil (2020) suggested that co-working for the startups should be introduced. According to Sil (2020), co-working leader WeWork, India, believes that co-working spaces will boom in the post-COVID era. It is by providing workspace and integrated workspace solution platform for start-ups which offers products to the entire spectrum of work requirements including co-working, enterprise solutions and work from home. Another start-ups innovation is Arrival company is working with cities to make every touchpoint within the urban transportation ecosystem and also more equitable and sustainable.

Ohnsman (2020) wrote that:

> *Arrival, a Hyundai-backed startup, is preparing to build electric delivery trucks for UPS. Arrival wants to build a boxy battery-powered model bus with a subway car-like interior that is designed to ease commuters' health worries in a post-COVID-19 world. The zero-emission Arrival Bus, with plastic partitions between rows of seats and removable seats to keep passengers spaced apart, is being developed as transit agencies contend with declining ridership due to coronavirus lockdowns and recommendations that people avoid crowds.*

5. Sports

Sports that requires mass gathering were prohibited due to COVID-19 pandemic. According to Brian Wacker (2020), there are a lot of new normal on the Men's Professional Golfers Association (PGA) Tour COVID-19 period from nasal swabs to no fans or grandstands and to the missing post-victory embrace greenside with wife or girlfriend. Professional Golfers Association players such as C. T. Pan are driving in personal recreational vehicle (RV) from one tournament to the next.

6. Funerals

FuneralHOmes (n. d.) provide a live global recorded video streaming memorial service for the dead. The video can be played back after the memorial services. Thousands around the globe can view the service and watch the video simultaneously. In this COVID-19 period, countries around the globe have banned large group gatherings; and people are scared to be infected with Corona virus; people, therefore, stay home but wear mask and practice social distancing if they have to out. So people can view lived video streaming from afar. Live global recorded video streaming memorial service is also cost effect for the family of the dead as well as the well-wishers. Moreover, funeral homes do not have to do much towards the memorials; furthermore, funeral homes will have more cremations and burials.

7. Leadership styles

Leadership theory is a about what makes successful leaders excel in what they do. A leadership style is a leader's style of providing directing, implementing plans and motivating people. There are various school of thought on the theory of leadership.

Greenleaf (1970) theorized "servant leadership as a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world". Western and Ryan (2008) recommended that servant leadership is global based on the use of the Global Leadership and Organizational Behavior Effectiveness Research Program's (GLOBE) humane orientation construct and how this occurs in the cultural concepts. They further recommended that "servant leadership is appropriate in various global cultures, and that servant leadership should be included in leadership development programs in Africa, Asia, and the Mediterranean as a means of producing humane leaders" (Western and Ryan, 2008).

Burns (1978) developed the transformational leadership theory (as cited in Ghasabeh & Provitera, 2017, p.6; as cited in Burkus, 2010). Transformational leadership focuses on how leaders can create valuable and positive change in their followers. That is, transformational leaders focus on transforming their followers to support each other and the organization as a whole (as cited in Burkus, 2010). Rowe (2001) states that strategic leadership is the ability to influence others to voluntarily make day-to-day decisions that enhance the long term viability of the organization while at the same time maintaining its short term financial stability.

Although many researches have been done on identifying leadership styles of leaders. Research related to leadership style of a global leaders for post covid-19 period related to economic development with global business focus was not found in any literature. Thus, this present study aims to alsso address the gap on how will the global business and economic development be in post covid-19?

Methodology and Results

The methodology adopted in the present study was qualitative descriptive based on the statistics from the primary data questionnaire from the sample size of 102 respondents through random sampling method.

Survey leadership questionnaire was designed in Surveymonkey.com. The questionnaire had participant screening questions. If a participant qualified, the participant's consent to proceed with the survey was asked and proceeded to complete the survey, else the exited the participant.

The survey was randomly sent to participants globally via email, LinkedIn, Surveymonkey and WhatsApp. Surveymonkey saved and analyzed the responses. There were 102 prospective participants; but, 35 did not meet participation qualification screening requirements and were exited. The survey responses were collected from August 17, 2020 to August 27, 2020.

With this qualitative descriptive study, the Question number 23 open ended responses were coded for thematic analysis (Saldaña, 2016) using NVIVO qualitative data analysis software and Excel software.

1. **Participation Qualification Screening (PQS)**

PQS1 Are you at least 25 years old?

ANSWER CHOICES	RESPONSES (%)	NO.
Yes	94.12%	96
No	5.88%	6
TOTAL		102

PQS1 Shows that 96 out of the 102 respondents are at least 25 years of age, and the remaining 6 are less than 25 years of age.

PQS2: Were you working on January 1st, 2020 at the beginning of the COVID-19 global pandemic period?

Answered: 101   Skipped: 1

ANSWER CHOICE	RESPONSES (%)	NO
YES	86.14%	87
NO	13.86%	14
TOTAL		101

PQS2 shows that 87 of the respondents were working on January 1st, 2020 at the beginning of the COVID-19 global pandemic period, 14 were not, and 1 did not respond.

PQS3: Were you in a leadership role?

Answered: 101   Skipped: 1

ANSWER CHOICE	RESPONSES (%)	NO
YES	63.35%	66
NO	34.65%	35
TOTAL		101

PQS3 shows that 66 respondents were in a leadership role, 14 were not, and 1 did not respond.

PQS4: Did you answer yes to all the questions above and consent to continue with the survey?

Answered: 101   Skipped: 1

ANSWER CHOICE	RESPONSES (%)	NO
YES	72.28%	73
NO	27.72%	28
TOTAL		101

PQS4 shows that 73 respondents answered yes to all the questions above and consented to continue with the survey, 28 were not, and one (1)did not respond.

2. **Demographic Profile**

Table 1: How many years have you been a leader?

ANSWER CHOICE (years)	RESPONSES (%)	NO
1-10	48.65%	36
11-20	25.68%	19
21-30	13.51%	10
31-40	9.46%	7
41+	2.70%	2
TOTAL		74

Table 1 shows that out of the 74 respondents, 48.65% responded that they have been in leadership for 1-10 years, 25.68% responded that they have been in leadership for 11-20 years, and 13.51% have been in leadership for 21-30 years.

Table 2: What industries have you worked in?

ANSWER CHOICES	RESPONSES (%)	NO
Artificial Intelligence/Information Technology	12.50%	9
Education	50.00%	36
Entertainment	4.17%	3
Healthcare	20.83%	15
Hospitality/Travel	4.17%	3
Manufacturing	5.56%	4
Sport	1.39%	1
Other (please specify)	37.50%	27
TOTAL		72

Table 2 shows that out of the 72 respondents, 12.50% have worked in artificial intelligence/information technology, 50% worked in education, 20.83% worked in Healthcare, and 37.50% worked in other industries.

3. Frequency Analysis

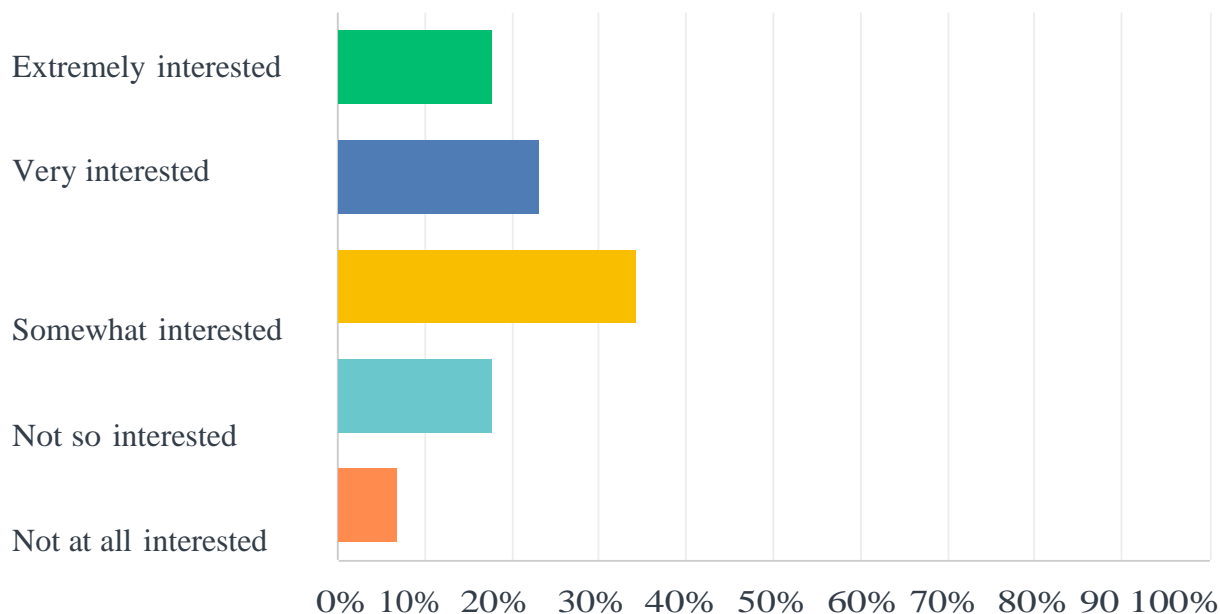Chart 1: Would you be interested to work from home post COVID-19?

Chart 1 shows that 17.81% are extremely interested in working from home, 23.29% are very interested in working from home, and 34.25% are somewhat interested in working from home.

Chart 2: Do you think the practices performed during COVID-19 period will become the new normal in post COVID-19?
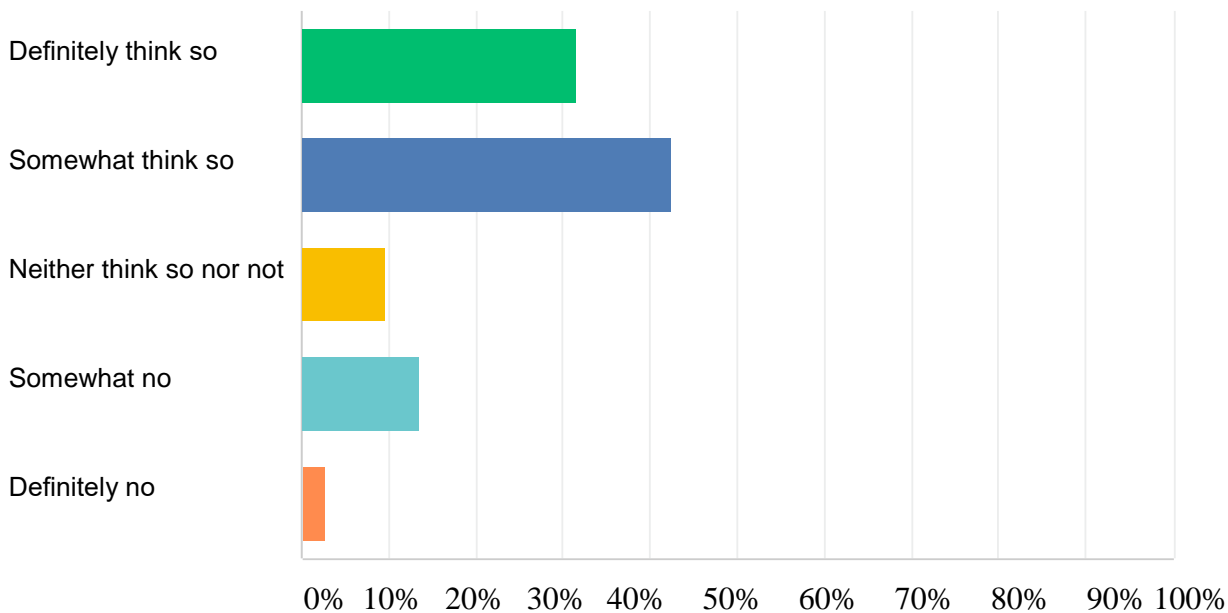
Chart 2 shows that 31.51% definitely think the practices performed during COVID-19 period will become the new normal in post COVID-19 period, 42.47% somewhat think the practices performed during COVID-19 period will become the new normal in post COVID-19 period, 9.59% neither think so nor not that the practices performed during COVID-19 period will become the new normal in post COVID-19 period, 13.70% somewhat think no that the practices performed during COVID-19 period will become the new normal in post COVID-19 period, and 2.74 definitely think no that the practices performed during COVID-19 period will become the new normal in post COVID-19.

Table 3: Which of the activities practiced during the COVID-19 period will be continued at post COVID-19

ANSWER CHOICES	RESPONSES (%)	NO
Distance education	59.72%	43
Travel on road and chartered planes	19.44%	14
Social distancing	47.22%	34
Wear face mask	38.89%	28
Watch entertainment on television	27.78%	20
Watch sports on television	29.17%	21
Watch video streaming of funeral memorial service	16.67%	12
Work from home	70.83%	51
Other (please specify)	16.67%	12
TOTAL		**72**

Table 3 shows that 59.72% indicated distance education practiced during the COVID-19 period will be continued post COVID-19, 19.44% indicated travel on road and chartered planes practiced during the COVID-19 period will be continued post COVID-19, 47.22 social distancing practiced during the COVID-19 period will be continued post COVID-19, 38.89% wear face mask practiced

during the COVID-19 period will be continued post COVID-19, 27.78% watch entertainment on television practiced during the COVID-19 period will be continued post COVID-19, 29.17% watch sports on television practiced during the COVID-19 period will be continued post COVID-19, 16.67% watch video streaming of funeral memorial service practiced during the COVID-19 period will be continued post COVID-19, 70.83% work from home practiced during the COVID-19 period will be continued post COVID-19, and 16.67% other activities practiced during the COVID-19 period will be continued post COVID-19.

Some of the others activities are 1) more video conferences and less business travel, 2) online worship services, conferences, and meetings, 3) washing of hands regularly and the use of hand sanitizers, 4) well health care, and 5) Quarantine.

Table 4: Which of the following industries will maintain the same practices post COVID-19?

ANSWER CHOICES	RESPONSES	NO
Artificial intelligence/Information Technology	40.00%	28
Education	47.14%	33
Entertainment	18.57%	13
Funeral home	21.43%	15
Healthcare	51.43%	36
Hospitality	31.43%	22
Manufacturing	24.29%	17
Sport	28.57%	20
Other (please specify)	11.43%	8
TOTAL		**70**

Table 4 shows that 40% indicated that the artificial intelligence/information technology industry will maintain the same practices post COVID-19 period, 47.14% indicated that the education industry will maintain the same practices post COVID-19 period, 18.57% indicated that the

entertainment industry will maintain the same practices post COVID-19 period, 51.43% indicated that the healthcare industry will maintain the same practices post COVID-19 period, 31.43% indicated that the hospitality industry will maintain the same practices post COVID-19 period, 24.29% indicated that the manufacturing industry will maintain the same practices post COVID-19 period, 28.57% indicated that the sport industry will maintain the same practices post COVID-19 period, and 11.43% indicated that other industries will maintain the same practices post COVID-19

Table 5: What leadership styles will be practiced post COVID-19 period?

ANSWER CHOICES	RESPONSES	
Autocratic leadership style	4.41%	3
Bureaucratic leadership style	7.35%	5
Coach-Style leadership style	41.18%	28
Democratic leadership style	38.24%	26
Strategic leadership style	69.12%	47
TOTAL		**68**

Table 5 shows that 4.41% indicated that Autocratic leadership style will be practiced post COVID-19 period, 7.35% indicated that Bureaucratic leadership style will be practiced post COVID-19 period, 41.18% indicated that Coach leadership style will be practiced post COVID-19 period, 38.24% indicated that Democratic leadership style will be practiced post COVID-19 period, 69.12% indicated that Strategic leadership style will be practiced post COVID-19 period. One respondent indicated that all the leadership styles listed will be practiced post COVID-19 period. Another respondent indicated that leadership styles would not change that much even though there might be reason to shift in some significant way will be practiced post COVID-19 period.

Chart 3: Do you think global business will expand to other countries or reduce post COVID-19 period?
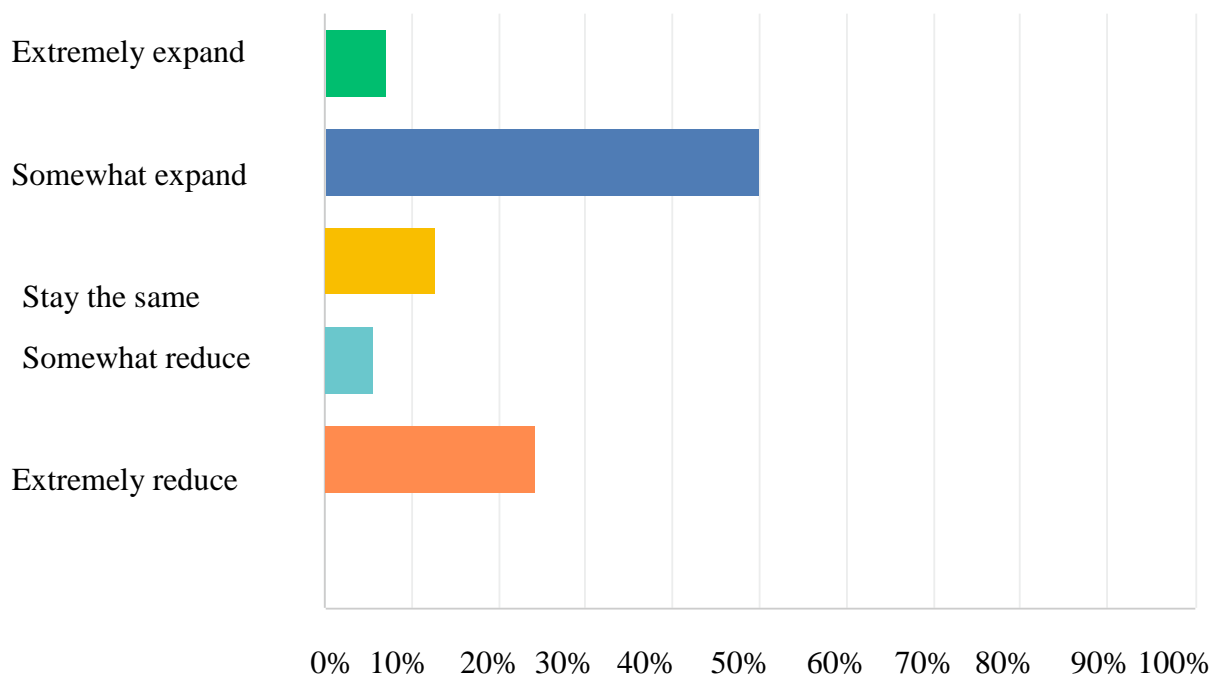
Chart 3 shows that 50.00% responded that global business will somewhat expand to other countries post COVID-19 period, 24.29% responded that global business will somewhat reduce.

Table 6: How confident are you that global businesses that survive during COVID-19 period will boom post COVID-19?

ANSWER CHOICES	RESPONSES	
Extremely confident	14.29%	10
Very confident	38.57%	27
Somewhat confident	31.43%	22
Not so confident	15.71%	11
Not at all confident	0.00%	0
TOTAL		70

Table 6 shows that 38.57% respondents are very confident that global businesses that survive during COVID-19 period will boom post COVID-19 period, 31.43 are somewhat confident.

Table 7: Should the World Health Organization and or governments set policies for businesses to comply post COVID-19?

ANSWER CHOICE	RESPONSES (%)	NO
YES	84.85%	56
NO	15.15%	10
TOTAL		66

Table 7 Shows that 84.85% responded that World Health Organization and or governments set policies for businesses to comply post COVID-19 period, 15.15% responded no.

Table 8: Should universities conduct research and give the results/findings to governments and or the United Nations to set policies for businesses to comply post COVID-19?

ANSWER CHOICE	RESPONSES (%)	NO
YES	91.04%	61
NO	8.96%	6
TOTAL		67

Table 8 shows that 91.04% respondents indicated that universities should conduct research and give the results/findings to governments and or the United Nations to set policies for businesses to comply post COVID-19, 8.96% indicated not.

4. Qualitative Analysis

Table 9: Please add any additional perspective on post COVID-19 regarding global business

Word/Theme	Percentages	Count
Will (global economy will be slow)	40.48%	17
Business (due to business non performing)	28.57%	12
Global business (it's a global issue)	11.90%	5
People (training for upskilling and reskilling are required)	11.90%	5
Take	9.52%	4
Better	9.52%	4

Based on thematic analysis, Table 9 indicates that, the global economy will slow down, but resources and training will be required for the economy to bounce back in the first year of post COVID-19.

Table 10: Q23 All Response NVIVO Word Count Similar words

Words/ similar words entered/counted at least three times

Word	Length	Count	Weighted Percentage (%)	Similar Words
2020	4	42	6.05	2020
Business	8	18	2.59	business, businesses
Global	6	9	1.30	global, globally
Covid	5	8	1.15	covid
People	6	5	0.72	people
Post	4	5	0.72	post
Nations	7	4	0.58	nations
Pandemic	8	4	0.58	pandemic
Travel	6	4	0.58	travel
Use	3	4	0.58	use, used, useful, usefulness
Adapt	5	3	0.43	adapt, adapting
Decisions	9	3	0.43	decision, decisions
Food	4	3	0.43	food
Health	6	3	0.43	health
Make	4	3	0.43	make, making
Meet	4	3	0.43	meet, meeting, meetings
None	4	3	0.43	none
Take	4	3	0.43	take, taking
Things	6	3	0.43	thing, things
Think	5	3	0.43	think

Regarding the global business additional responses are presented below:

- Companies with workforces used to frequent travel—along with the airlines and hotels that depend on revenue from that travel—have been particularly affected. As companies continue to enforce travel restrictions and workers resort to virtual meetings, travel-industry players are looking to rebound from the crisis, but it may be a years-long road to recovery.

- We should learn to adapt to the virtual situation and make it a reality.

- Adapting to the new normal and formulating strategies to suit that is imperative.

- All nations should establish a pandemic center, where all pandemic related scientific research will be coordinated, and PPEs would be stockpiled

Respondents entered texts were analyzed for frequently entered words and phrases. The words and phrases were combined into categories. The categories were analyzed to identify themes to address the primary research question: Primary research question: How will be the global business and economic development in post COVID-19?

The following are the identified themes:

- Global businesses that survive during COVID-19 period will boom post COVID-19 period,

- Universities are to do research for governments and United Nations to set up policies for global businesses

- Businesses are to comply the polices set

- Employees will work from home

- Social distancing will be will be practiced.

The themes were supported by survey results Tables 3, 5 and 6 as well as Chart 1.

Discussion and Recommendations

People will continue to work from home as expressed by majority of respondents. Distance education, travel on road and chartered planes, social distancing, wear face mask, watch entertainment on television, work from home, more video conferences and less business travel,

washing of hands regularly and the use of hand sanitizers practiced during the COVID-19 period will be continued post COVID-19.

The artificial intelligence/information technology, education, healthcare industries will maintain the same practices into post COVID-19. Strategic leadership style will be mostly practiced in post COVID-19 and Global businesses that survive during COVID-19 period will boom post COVID-19 period. World Health Organization and or governments furthermore will set policies for businesses to comply post COVID-19 period. Universities need also to conduct research and give the results/findings to governments and or the United Nations to set policies for businesses to comply post COVID-19.The findings of the present research fill the gap of the COVID-19 research as it focus on post-COVID period and economic development with global business focus. The study shows in post COVID-19 period, there global business will boom leading to economic development.

Conclusion

The World Health Organization declared COVID-19 as global pandemic on 12 March 2020 (World Health Organization, 2020). There has been 10,694,288 confirmed cases, 516,905 deaths and 5,480,394 recoveries globally as of July 2, 2020. The corona virus disease 2019 (COVID-19) global pandemic period has drastically affected everyone worldwide. WHO (2020) provided guidance on infection prevention and control strategies for use when COVID-19 is suspected. This guidance is intended for health care workers, health care managers, and IPC teams at the facility level but it is also relevant for national and district/provincial levels.

The study recommended further research into how successful the post COVID-19 activities would be three years after post COVID-19 period. Researchers should interview top leaderships of businesses, governments and university researchers globally using both quantitative and mixed method research approach.

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