



HOW HAS COVID-19 AFFECTED TURKEY'S LABOR MARKET?

Emerging out of Wuhan, China in December 2019, the COVID-19 virus was initially perceived by the world as a local issue set to remain within China's borders. Yet, on March 11, 2020, the World Health Organization officially declared it to be a pandemic. The current situation has drastically altered the political and economic priorities of all countries affected by the virus.

To prevent the pandemic from causing uncontrollable pressure on Turkey's health system, a number of measures have been imposed since the announcement of the first case. These measures, taken accordingly with the course of the disease, have loosened or tightened over time. Schools and universities closed and distance learning was introduced. Shopping malls, restaurants, hairdressers, beauty salons and similar locales shuttered. Measures such as the introduction of obligatory mask wearing in markets, the adoption of remote or alternative working methods in the possible sectors, full curfew for certain age groups, and curfew restrictions that apply on weekends in metropolitan areas had been implemented in Turkey.

On May 11, 2020, the normalization process started with the permission of shopping centers and hairdressers to return to work if they complied with newly established precautions. Thereafter, this trend expanded to incorporate other sectors and businesses whose activities had been temporarily

¹ <https://www.tepav.org.tr/en/ekibimiz/s/1157/Senay+Akyildiz>

discontinued as of June 1, 2020. Although the number of active cases² is still high, Turkey is entering a new era in the COVID-19 process.

In this new period, the protection of public health will continue to maintain its importance, nevertheless from an economic perspective, issues such as the preparation of strategies for the private sector to regain turnover - efficiency levels before the pandemic, risk management for companies, developing early warning systems, finding a livelihood for those who lost their jobs – should be top priority. And ultimately, public expenditures should be re-designed around these priorities.

This evaluation note reveals how employees on the supply side of the labor market are affected by the pandemic all across Turkey. The unique attribute of this survey study is that it reveals how Turkish citizens, as well as Syrians under Temporary Protection (SUTP)³, are affected by the pandemic.

Method

The survey was conducted by the beneficiary pool of the Mahir Eller project⁴, European Union (EU) funding and cooperation with the Chambers of Commerce and/or Industry in 12 various provinces⁵ under the partnership of TOBB and TEPAV to better understand how COVID-19 affects employment of Turkish citizens and Syrians,

Participants of the project were selected from those who stated in their applications to participate in the certification activity carried out within the scope of Mahir Eller Project that they were employed.⁶ On top the preliminary criteria of being employed, additional quotas were determined taking into account the city-to-total beneficiary ratio such as gender, sector, and occupational qualification certificate and with an aim to achieve results that would represent approximately 10,000 people in the beneficiary pool.

Within the scope of the research, a short questionnaire consisting of 4 closed-ended and 2 open-ended questions (hereinafter COVID-19 survey) was prepared to determine whether Turkish citizens and Syrians had lost their jobs or income due to the pandemic. An online survey platform was used for surveys implemented in May 2020 and participants were reached via telephone.⁷

The findings in this study were obtained by analyzing the data compiled from the COVID-19 survey together with the data obtained from the labor market needs analysis surveys conducted in 2019 under the Mahir Eller project, covering topics such as profession, qualification, certificate of vocational qualification.

² The number of active cases is calculated as 23,226 after those who have recovered and passed away are removed.

³ Moving forward, throughout the text Syrians implies Syrian individuals under temporary protection.

⁴ The provinces covered by the Mahir Eller project are: Adana, Bursa, Gaziantep, Hatay, İstanbul, İzmir, Kayseri, Kilis, Konya, Mardin, Mersin, Şanlıurfa

⁵ For detailed information about Mahir Eller Project, please visit the website at the following link; <http://mahirellerprojesi.com/tr/AnaSayfa?src=main>

⁶ Vocational Qualifications Authority (VQA) means Vocational Qualification Certificate.

⁷ The surveys were conducted by local teams of Mahir Eller project.

Descriptive Statistics

A total of 3,033 people, 57 percent of them Turkish citizens and the rest Syrian, participated in the survey. The proportion of women represented in the survey was 6 percent.⁸ The table below shows the provincial and nationality breakdown of the surveys.

Table 1: Province and nationality distribution of survey participants

Province / Nationality	SuTP	Turkish Citizens	Total
Adana	96	158	254
Bursa	106	151	257
Gaziantep	97	159	256
Hatay	111	138	249
İstanbul	105	147	252
İzmir	57	199	256
Kayseri	110	140	250
Kilis	151	100	251
Konya	81	163	244
Mardin	144	99	243
Mersin	124	131	255
Şanlıurfa	119	147	266
Total	1301	1732	3033

With 43 percent, the manufacturing industry ranks first among the sectors of which survey participants' firms operate. Those employed in the construction and service sectors together have a share of about 36 per cent.⁹ Among the other sectors, transportation and wholesale-retail trade also stands out.¹⁰

When the distribution of the survey participants according to their vocational qualifications is examined, it is seen that approximately one third of the survey participants were *steel welders, wooden furniture manufacturers, electrical fitters, hairdressers and motor land vehicles sales assistants*. The number of Turkish participants is higher in those qualifications such as steel welder, automotive mechanic, and machine maintenance. Whereas the number of Syrian participants is higher in the qualifications such as construction painter, hairdresser, shoe manufacturer, wooden furniture manufacturer, and electrical fitter.

Considering the vocational qualifications of the survey participants and the sector equivalents in VQA (Vocational Qualification Authority), 13 different sectors are represented in the

⁸ The nationality and gender distribution of the participants in the COVID-19 survey was determined based on the distribution in the beneficiary pool of the Mahir Eller project. As applications from women who have a certifiable professional qualification and are in formal or informal employment under the Mahir Eller project are low, their representation in the COVID-19 survey is therefore also low.

⁹ Electrical – plumbing activities grouped under special construction activities are included.

¹⁰ The sectoral distribution here is based on the Statistical Classification of Economic Activities (NACE) and reflects the respondents' response to the question of which sector the firms they work in. The sectoral distributions in the rest of the text are based on the sector counterparts in VQA of the professional qualifications that individuals have.

research; construction, metal, and, electricity and electronics sectors are in the top three. Table 2 depicts the sector and nationality distribution of the respondents.

Table 2: Sector and nationality distribution of survey participants

Sector / Nationality	SuTP	Turkish Citizens	Total
Construction	365	147	512
Metal	128	232	360
Electrical and Electronic	175	151	326
Wood-processing and Paper-making	182	140	322
Textile, Apparel, Leather	133	164	297
Transport and Logistics	4	277	281
Automotive	103	141	244
Social and Personal Services	152	58	210
Machinery	37	136	173
Trade	3	144	147
Chemicals, Petroleum, Tire and Plastics	5	85	90
Energy	12	51	63
Business and Administration	2	6	8
Total	1301	1732	3033

Comparative analysis of the labor market effects of COVID-19 for Turkish citizens and Syrians

Within the study, participants were asked to reflect on their experiences in the nearly two months since the first official case in Turkey was announced on March 11, 2020. As such, changes in working patterns, loss of income, and assistance from social benefits were investigated. Participants were also asked to share their overall assessment of the process in the open-ended question format. In the following section, the findings from the COVID-19 survey will be elaborated with provincial, nationality and gender breakdowns.

COVID-19 has made Syrians and women even more economically fragile

At the onset of the pandemic, protecting public health and preventing the spread of the disease became the primary priority for all countries. It was inevitable that physical distancing measures taken to slow down social and economic life would stop activities in some sectors completely. This left many employees at risk of unemployment and losing their livelihoods. The answers to the question, "Has there been any changes in your work status due to the coronavirus pandemic?" in the COVID-19 survey, reveal that unemployment and loss of income do not remain just as a risk for some segments of the society, but are nevertheless occurring.

Of those surveyed, 32 percent stated that the coronavirus did not cause any changes to their work status, and as they did before the pandemic, they continue to work full or part-time. People who were laid off, taken unpaid leave, worked on their own account but had to close down their businesses as well as those who were already unemployed at the time of the pandemic made up 36 percent of all respondents. The remainder, about a third of those surveyed consists of individuals who have started to work alternately or went on paid leave. The proportion of those who say their employer has applied for short-term working allowance for them is quite limited. According to the data, only 7.4 percent of survey respondents have benefited from short-term allowances. This may be related to informality and the predominantly micro – small scale characteristic of firms in which people are employed.

COVID-19 has affected female employees the most. The rate of women without any changes to their working status is only 7.4 percent. Meanwhile, this rate is 38.2 percent for Turkish citizens and 23.8 percent for Syrians.

Due to the pandemic, Syrians have become economically more fragile than Turkish citizens and women overall remain more fragile than men. As Figure 1 depicts, Syrians who were laid off, had to close their businesses or take unpaid leave corresponded to 45 percent of the total SuTPs surveyed. Nearly half of the Syrians surveyed have lost their livelihoods for an indefinite period, while this rate is 15 percent for Turkish citizens. When this is examined by gender ratio, 27 percent of men and 46 percent of women lost their livelihoods for an indefinite period of time.

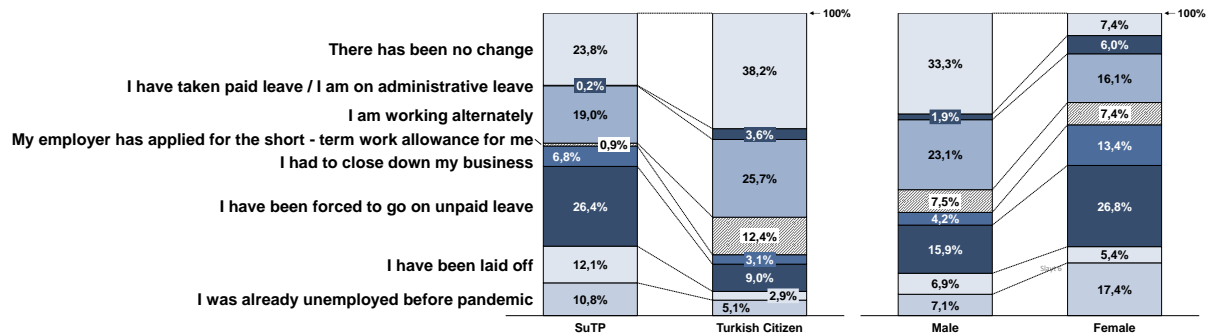
The disadvantaged position of Syrians in the labor market becomes more apparent when looking at those who were laid off or took unpaid leave due to the pandemic coupled alongside those who were unemployed before the pandemic. Considering that the participants of the COVID-19 survey were those who stated that they were employed (registered or unregistered) during the interviews conducted with them within the scope of Mahir Eller project in 2019, it is estimated that those who said "I was already unemployed – I was not working" were on average unemployed 6 months before the pandemic.

The response that "there has been no change" means that people continue to work full or part-time as they did before the pandemic. When looking at Turkish citizens who stated they witnessed no changes in their work status, this figure compared to Syrians under the same conditions is considerably higher. Syrians who had to take unpaid leave alongside those who were unemployed before the pandemic is also higher compared to Turkish citizens. This emphasizes that there is widespread unregistered employment of Syrians. Only 4.8 percent of SuTPs who participated in the COVID-19 survey were registered, meanwhile this rate is 86.3 percent with Turkish citizens. As a result, informal employment leads to the dismissal of Syrian employees in times of crisis or uncertainty – from the perspective of the employer – they are easier to initially dismiss or put on unpaid leave.

Following the question "Has there been any changes in your work status due to the Coronavirus pandemic?", the survey participants were asked to state if their income had fluctuated. Of the participants, 50 percent of Turkish citizens and 88 percent of Syrians said they faced a loss of income. Among those whose incomes have been reduced are those who had previously stated their work status witnessed no change. This is mainly due to the decrease in working hours because of the pandemic and the loss of income from overtime pay as a result. Similarly, curfew restrictions imposed on weekends caused individuals to miss out

on extra income they would have otherwise earned by working weekend shifts or from additional jobs.

Figure 1: Distribution of responses, by nationality and gender, to the question "Has there been any changes in your work status due to the coronavirus pandemic?"



COVID-19 caused the most income loss for those employed in the “social and personal services” and “construction” sectors

According to the sectoral classification of VQA, the questions “Has there been any changes in your work status due to the Coronavirus pandemic?”, and “Has there been a change in your income due to the Coronavirus pandemic?”, were examined on how responses differed from sector to sector. Workers in the “social and personal services” sector were found to be more affected by the pandemic in terms of job and income loss than any other sector represented in the survey.¹¹ The sector under scrutiny took a hit with the Ministry of Interior’s announcement of “Coronavirus Measures” of March 11th calling for the temporary suspension of activities. Only on May 11th did employees of hairdressers, barbers and beauty centers (individuals who are hairdressers, wax experts, skincare practitioners, make-up beauticians, etc.) resume their practice in a controlled manner. About half of the individuals employed in the social and personal services sector and took part in the COVID-19 survey were taken on unpaid leave and about a quarter of them were forced to shutter their businesses. Because businesses in this industry were temporarily made to stop their activities, it is expected that the employees of this sector did not answer the questions of whether there was any change in their work status due to the coronavirus by indicating “no change, I continue to work in conditions before the pandemic” or “I started to work alternately”. It should, however, be noted that a few individuals (3.8 percent in this sector) responded in this direction and stated that they had continued working by considering physical distancing measures. Almost all of the sector’s employees (97.1 percent) stated that their income had declined due to the pandemic. However, considering that the activities in hair salons and beauty centers have resumed as of May 11th, it can be said that the income losses of the employees of the “social and personal services” sector will not remain permanent to a large extent and that the income levels as before the pandemic could be regained over a short period.

Figure 2 below depicts how due to the pandemic the rate of layoffs is also higher in the construction sector compared to other sectors. While 11.1 percent of employees in the sector were laid off, the rate of those on unpaid leave was 13.7 percent. Although 30.9 percent of the workers in the construction sector stated that they witnessed no changes in their work status, 85.2 percent of the workers in the sector reported loss of income due to the pandemic. The

¹¹ Those employed as baristas, cooks, service workers in some other sectors whose activities were temporarily halted under the Coronavirus measures could not be included in the COVID-19 survey because Mahir Eller project beneficiary pool did not include them.

main reason for this situation is that construction industry workers who stated no change is due to receiving income on a wage basis. While their daily wages have not changed, their overall income has decreased compared to before the pandemic because the number of days they work has decreased due to reduced work intensity and curfew restrictions.

Figure 2: Sectoral distribution of responses to the question "Has there been any changes in your work status due to the Coronavirus pandemic?"

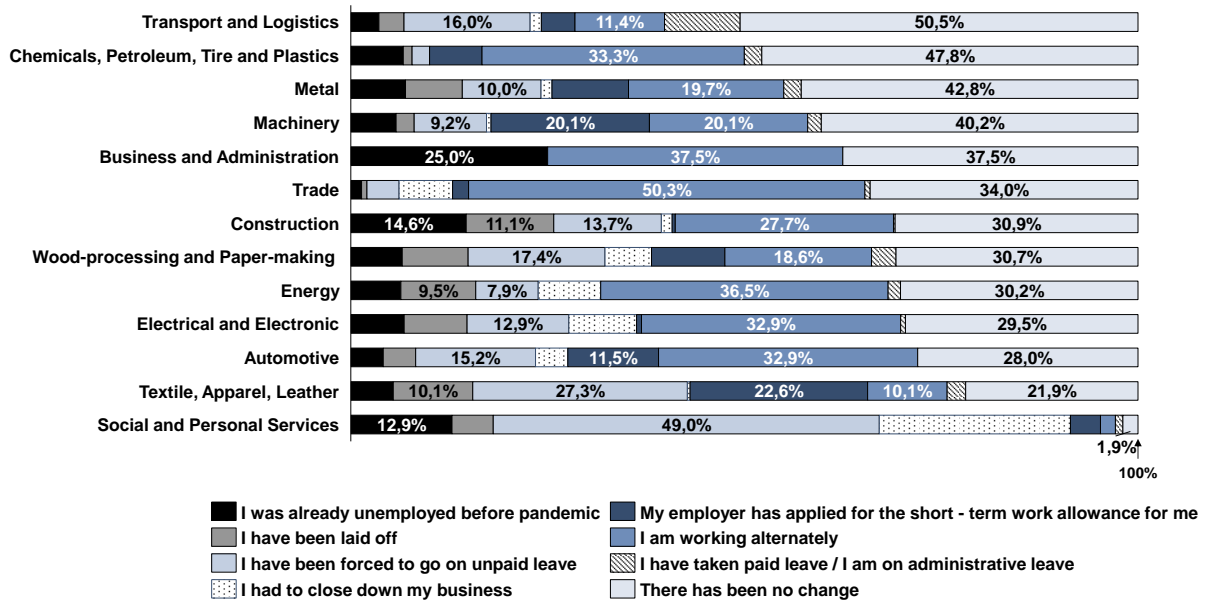
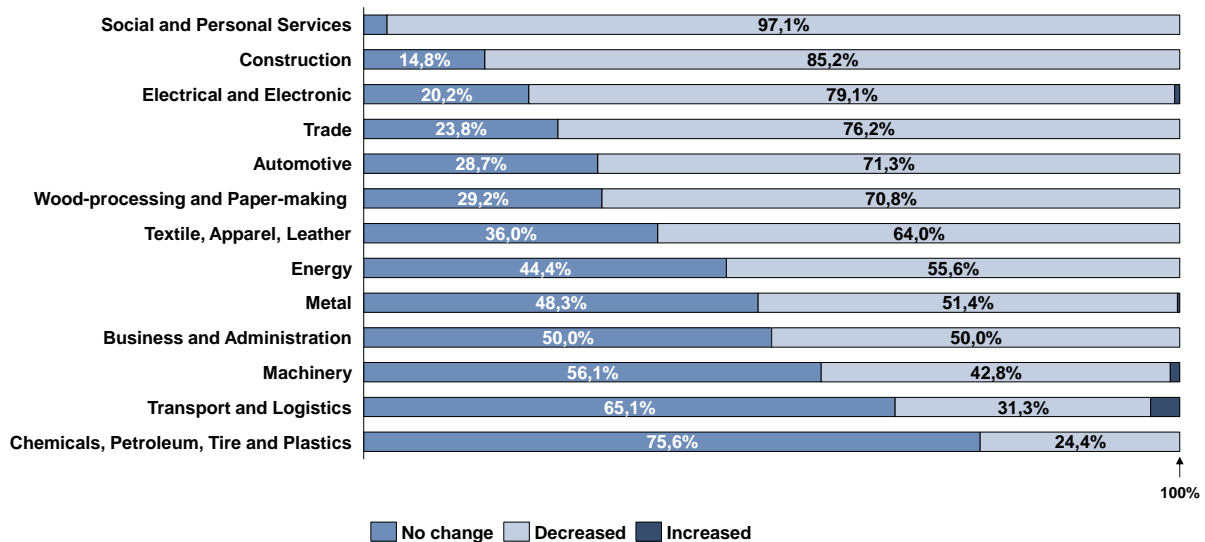


Figure 3: Sectoral distribution of responses to the question "Has there been a change in your income due to the Coronavirus pandemic"



COVID-19 caused the most revenue loss for those employed in South-eastern provinces

Table 3 and Table 4, superimposed by heat maps, show how changes in work status and income because of the pandemic are varying province to province. As such, İzmir stands out as the city where employees' income conditions as before the pandemic were protected at the highest rate. Nearly half of the people surveyed in İzmir stated that there was no change in their work status, while 6.6 percent said they were on paid leave. Furthermore, 60.5 percent of employees stated that their income remained the same.

Almost all of those surveyed in Hatay (95.6 percent) and Şanlıurfa (91.7 percent) experienced loss of income due to the outbreak. Those who were put on unpaid leave in Hatay and those who started to work alternately in Şanlıurfa were among those who stated that their income had decreased due to the pandemic. Of those who took unpaid leave in Hatay, 32.8 percent of them are school bus drivers who were unable to work due to the closure of schools (transition to distance education). Other professional groups that have lost income due to unpaid leave include furniture manufacturers and construction sector workers.

In Sanliurfa, 72 percent of those who started working alternately are employed within the construction sector, are electrical plumbers, or those that buy and sell motor vehicles. Individuals in this group stated that the reason for working alternately was due to the shrinking demand for their work or service. Mardin is another province where loss of income is high. About 80 percent of the survey participants in Mardin stated that their income declined due to the pandemic. Another 17.2 percent who were laid off because of the pandemic were added to the 22.1 percent who were already unemployed in Mardin, further deepening the unemployment problem in the city. Of all these unemployed, 74 percent of those laid off are construction sector employees and electrical plumbers. In Mardin, as in the other 11 provinces, the rate of dismissal of Syrians is higher than that of Turkish citizens. Of the 17.2 percent laid off, 85 per cent are Syrian.

Table 3: Distribution of responses by province, to the question “Has there been any changes in your work status due to the Coronavirus pandemic?”

	There has been no change	I have taken paid leave / I am on administrative leave	I am working alternately	My employer has applied for the short - term work allowance for me	I had to close down my business	I have been forced to go on unpaid leave	I have been laid off	I was already unemployed before pandemic
Adana	27,6%	4,7%	26,8%	2,0%	5,1%	25,2%	3,1%	5,5%
Bursa	21,7%	0,4%	31,0%	24,0%	0,8%	12,0%	3,1%	7,0%
Gaziantep	22,3%	2,3%	24,6%	8,6%	1,6%	26,2%	10,2%	4,3%
Hatay	3,2%	0,4%	8,0%	6,0%	9,6%	50,2%	6,4%	16,1%
İstanbul	47,0%	4,3%	3,2%	9,5%	9,5%	10,7%	11,1%	4,7%
İzmir	49,6%	6,6%	17,2%	11,3%	0,4%	3,5%	6,3%	5,1%
Kayseri	27,2%	0,8%	18,0%	20,8%	0,4%	16,8%	10,4%	5,6%
Kilis	68,5%	1,2%	10,8%	0,4%	4,4%	3,6%	2,8%	8,4%
Konya	40,6%	3,3%	26,2%	3,7%	0,0%	18,4%	2,0%	5,7%
Mardin	27,5%	0,4%	19,3%	0,0%	7,8%	5,7%	17,2%	22,1%
Mersin	39,9%	0,8%	31,2%	2,0%	5,1%	12,6%	4,3%	4,0%
Şanlıurfa	10,2%	0,0%	55,5%	1,1%	11,3%	12,8%	5,7%	3,4%
Total	32,0%	2,1%	22,8%	7,5%	4,7%	16,5%	6,9%	7,6%

Note: In the heat map, green and its shades mean that the proportions in the columns are better off than other provinces, and the red and its shades indicating a worse condition. As the color darkens, the situation is better or worse.

Table 4: Distribution of responses by province, to the question” Has there been a change in your income due to the Coronavirus pandemic?”

	Increased	Decreased	No Change
Adana	.	63,4%	36,6%
Bursa	.	55,8%	44,2%
Gaziantep	0,4%	77,0%	22,7%
Hatay	.	95,6%	4,4%
İstanbul	.	51,8%	48,2%
İzmir	4,3%	35,2%	60,5%
Kayseri	.	55,6%	44,4%
Kilis	.	72,5%	27,5%
Konya	.	52,5%	47,5%
Mardin	.	79,9%	20,1%
Mersin	0,4%	64,0%	35,6%
Şanlıurfa	0,8%	91,7%	7,5%
Total	0,5%	66,3%	33,2%

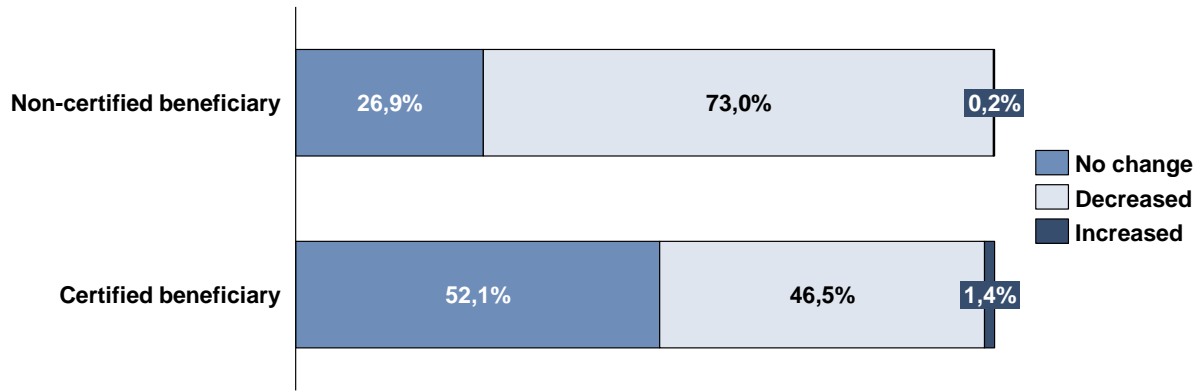
Note: In the heat map, green and its shades mean that the proportions in the columns are better off than other provinces, and the red and its shades indicating a worse condition. As the color darkens, the situation is better or worse.

COVID-19 has less of an impact on certified employee

The VQA Vocational Qualification Certificate assesses one's mastery and knowledge of a profession as well as their ability to practice it in accordance with national and/or international standards that are indicative of their national qualifications which is accredited and authorized via examination by VQA authorized organizations. Hence, it can be stated that the VQA contributes to increasing the employability of individuals. Moreover, considering the VQA qualification requirement to work in dangerous and very dangerous vocations, it can be inferred that the employee is less likely to be laid-off since it would be more costly for the employer to lay off the employee with qualifications.

In light of this information, the Mahir Eller project has also examined how individuals in the beneficiary pool without the documentation have been affected by the pandemic. Accordingly, 73 percent of individuals were without certificates and 46.5 percent of them witnessed a loss income due to the pandemic. Of those with a certificate, 40 percent stated that there had been no changes in their work status, 25.5 percent started working alternately, and 12 percent requested their employer to apply for the short working allowance on their behalf. The same rates for those without certificates are 29 percent, 22 percent and 6 percent, respectively. Among those without a certificate, the rate of those who were taken on unpaid leave, laid off or already unemployed before the pandemic was 36.7 per cent, meanwhile this figure for those with a certificate was 13.7 percent. From this point on, it can be argued that the VQA vocational qualification certificate constitutes something similar to a “protective shield” for workers. However, it is necessary to underline that the above data is not sufficient for this inference alone. It should also be taken into account that layoffs are closely related to macroeconomic conjunctures, internal dynamics of sectors, resilience of firms and expectations for the future, especially in times of crisis. This can be exemplified by the finding that one-fifth of those who lost their jobs due to the pandemic in the construction industry are certified employees.

Figure 4: Distribution of the responses of those with and without VQA qualification certificate to the question "Has there been a change in your income due to the coronavirus pandemic?"



Only 10 per cent of participants in the COVID-19 survey benefited from pandemic support

A majority of participants, 90 percent, stated that they did not benefit from COVID-19 support. Among those that stated they had not benefited from the aid is a share of 2 percent, whose applications are yet to be finalized.

When the distribution of pandemic support by provinces is examined, survey participants in Adana stated that they did not benefit from any kind of support. After Adana, Konya and Kilis are the two other provinces where the rate of receiving benefits from pandemic supports is rather low. On the other hand, with a rate of 20 percent, Gaziantep was the province that benefited the most.

The frequency of receiving COVID-19 assistance is higher among Turkish citizens than Syrians. While 13 percent of Turkish citizens benefited, only 5.5 percent of Syrians received assistance. Turkish citizens mainly benefit from the social assistance money provided by the Ministry of Family, Labor and Social Services with 1000 TL per household. The aid that Syrians mainly benefit from is food parcel support made by various aid agencies and local governments. It should also be noted that 75 percent of the Syrians participating in the questionnaire are not benefiting from the Emergency Social Safety Net (ESSN) Program¹² (and KIZILAYKART), which are given to individuals under temporary protection status if they meet the necessary conditions, and thereafter receive 120 TL per month per registered person in the household.

All the data indicates that COVID-19 led to loss of income, jobs, and hope for employment (as noted frequently in open-ended comments) of Syrians, forming a populous that has not been able to benefit from pandemic support packages including the EU's ESSN program which was devised due to the Syrian crisis not the pandemic.

Conclusion and Recommendations

COVID-19 has caused the rapid slowdown of social life and economic activity across the globe, leaving all economic actors (households, firms and governments) facing an uncertain, new era. In a world where human behavior is not always based on rational choices (where the assumption that individuals are rational is not valid), it is expected that the impact of COVID-19 on public health will continue for a while longer.

¹² KIZILAYKART-ESSN, Turkish Red Crescent, International Federation of Red Cross and Red Crescent Associations – IFRC and Ministry of Family, Labor and Social Services of Turkey in cooperation with the European Union funding is implemented.

As it has been the case for some time, a roadmap will be necessary to ensure a stable environment in which no one's situation deteriorates further, and wherever decision-makers should prioritize their exit strategies will continue to be the subject of research in the coming period. However, this data-based study shows that the pandemic increases vulnerability in the labor market, and underlines that the emergence from the pandemic requires a human-focused strategy in all cases.

Although it has been 9 years since the first refugee group arrived in Turkey, and numerous studies and projects have been carried-out since 2011 focusing on the issue of Syrian labor market adaptation, the results of the COVID-19 survey have shown that the integration process has not worked as effectively as desired. Following are the recommendations for what should be done to facilitate Syrians' adaptation to the labor market, based on the findings provided in the previous sections:

1. The pandemic has resulted in a higher proportion of jobs and income losses for the Syrians compared to Turkish citizens, where informal employment is widespread.
 - a. While the legislation¹³ enabling Syrians to work in a registered manner has been in force since January 2016, only 34,573¹⁴ of the more than 1 million Syrians¹⁵ who are actively working have work permits. Informal employment of Syrians is often based on employers' motivation to reduce labor costs. In some instances, however, it is observed that Syrians prefer to work informally in order not to lose the income they receive from the ESSN Program.¹⁶
 - i. Projects supported by international funds must include components to promote registered employment.
 - ii. Syrians should be made aware that if they register their welfare levels will increase more in the medium– to long-term than with relying on inherently temporary cash benefits.
 - iii. It is believed that if corporate companies that work with firms in sectors where there is high Syrian employment in their supply chains, preferred working with suppliers who can provide "decent work" to their employees, this would contribute to efforts to reducing informal work among Syrians..
2. The VQA Vocational Qualification Certificate continues to hold importance to employees and employers under the current pandemic conditions. Although different results may occur depending on the internal dynamics of the sector and the company, it was observed that the rate of certified employees maintaining their conditions prior to the pandemic was higher than that of uncertified employees.
 - a. By definition, the VQA vocational qualification certificate can be obtained as a result of an examination process in which people who are not competent in their job are very unlikely to succeed. In this context, for employers, employing certified workers contributes to improving the quality of products and services. For employees, it should be explained to all interested parties that it will

¹³ <https://www.mevzuat.gov.tr/MevzuatMetin/3.5.20168375.pdf>

¹⁴ Ministry of family, labour and Social Services of Turkey, Work Permits of foreigners, 2018, <https://www.ailevecalisma.gov.tr/media/31746/yabanciizin2018.pdf>

¹⁵ T Ministry of family, labour and Social Services of Turkey, Work Permits of foreigners, 2018, <https://www.ailevecalisma.gov.tr/media/31746/yabanciizin2018.pdf>

¹⁶ In order to benefit from the KIZILAYKART–ESSN program, any person registered with the household must not be in formal employment.

- increase the opportunity to work in jobs that are suitable for their knowledge, skills and competencies. Individuals and companies should raise awareness of the certificate's importance.
- b. Inspection and enforcement mechanisms should operate effectively in sectors where certification is required.
 - c. Certified vocational qualifications should be expanded by initiating qualification preparation studies for vocations that have national standards but do not have the appropriate national qualifications. The areas where the vocational skills of Syrians are concentrated should also be taken into account while expanding the scope of certification. Thus, Syrians who have a profession but do not have a certifiable qualification in the current conditions will be able to prove their competence and work in jobs compatible with their professions under decent conditions.
3. The effect of the COVID-19 pandemic on the working patterns of individuals appropriately differs from province to province. The reflex of layoffs, unpaid leave or closure of workplaces in southeastern provinces is more pronounced compared to western provinces. Furthermore, in western provinces, methods such as rotational work, short-term work allowance, and paid leave is more frequently used and pre-pandemic conditions should be reverted at a higher rate.
 - a. It is crucial for local governments to take the initiative in the activities to be carried out for this purpose and ensure public–private–civil society cooperation.