

STRATEGIC MANAGEMENT OF THE FORMATION OF HUMAN CAPITAL. CORPORATE VALUES

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STRATEGIC DIRECTIONS OF PERSONNEL MANAGEMENT IN A POST-LIQUID CRISIS SITUATION

Strategic directions of enterprise management should take into account the onset of crisis situations. Especially when the probability of occurrence of individual events can be calculated.

During the lost time, the onset of crisis situations in the enterprise and in society as a whole, due to the consequences of COVID-19. More than 142 million people in the world have had the coronavirus, more than 3 million have died from the new disease, and more than 120 million have recovered [1]. In most people, the disease is mild, but the consequences can be so severe that they take a long time to rehabilitate. The new virus affects the lungs, cardiovascular system, digestive system, urinary system, and most importantly – the human nervous system.

Experts point out angina and arrhythmia among the main health problems in patients with COVID-19. The long-term effects of coronavirus include viral fatigue syndrome, muscle dysfunction, decreased muscle tone, digestive disorders, and a number of mental health problems, including depression, insomnia, and various cognitive changes [2].

British scientists have determined that every fifth person who has had the coronavirus has a mental disorder. In the study, researchers analyzed 69 million electronic medical records in the United States, including more than 62,000 cases of coronavirus. It was found that

within three months of passing a positive coronavirus test, one in five patients with COVID-19 was diagnosed with signs of anxiety, depression, or insomnia for the first time [3].

Experts predict that the effects of a pandemic on mental health will last much longer than on physical health.

All of these effects need to be considered in personnel management. Due to the fact that there is a direct information impact on each individual through the media.

In addition, the main positions in the management of the enterprise are the development of new technologies based on digital sales channels and online methods.

Enterprise management is constantly focusing its attention and resources on online marketing and communication technologies. It is in them that the leadership sees the future. The needs of workers take a back seat. Management begins to treat staff problems superficially, focusing on the use of online technology. This is confirmed even by the fact that Ukraine is in the last place in the ranking of European countries in terms of purchasing power [4]. At the same time, in June 2020, annual consumer prices increased by 2.4% [5]. All these factors cause the problem of staff-management relations.

The psychological aspects of the current crisis add to the tension of the relationship. It is important to keep in mind that most people who become ill have health or mental health problems. This creates additional factors that contribute to misunderstandings between management and staff. Each of the parties feeling the effects of the disease becomes more irritable and unable to engage in constructive dialogue. Remote work mode increases the length of the working day, which leads to exhaustion and emotional burnout of employees. In addition, the level of stress among staff increases due to the need to balance between professional and personal needs. Due to the problem of mental instability of employees, the process of personnel management becomes a difficult task for management. Especially when the management itself has the same psychological problems.

These problems are especially relevant for workers who work directly with people. The need for constant communication leads to

emotional burnout. This effect is exacerbated by the fact that some employees may experience depression, fatigue and decreased muscle tone.

Therefore, it is necessary to solve the problem of understanding staff with the latest approaches to complicity. These approaches should take into account the psychological component of complications in people with COVID-19.

One of the tools of strategic personnel management is to create a favorable psychological climate. For this purpose the effect of belonging to collective is created. The feeling of belonging to the team is a very important element in the work team. A sense of belonging is a fundamental human need and responds to the need to be involved in something bigger. In addition, the worker should feel the support of the team where he works. With the loss of affiliation, productivity decreases, workers think more about layoffs. They have no pride in their company. That's why all companies needs to develop a strategy to create the affiliation of each employee to the team. To create an affiliation, you need to create an appropriate organizational culture that will ensure healthy personal relationships. The main role in this is played by the personality of the leader.

In other words, it is necessary to create a corporate culture, which should solve two tasks:

- adaptation of the enterprise in the external environment;
- creation of integration relations between employees of the enterprise.

The development of personnel management strategies requires a comprehensive analysis of the factors that affect the personnel of the enterprise and humanity as a whole. Strategic areas of personnel management should take into account:

- the need to ensure the welfare of staff;
- the need for financial stability;
- the need for physical safety at work;
- the need for mental support and complicity.

Not the least role is given to the development of provisions for the delegation of authority in the event of force majeure. These provisions need to be developed and communicated to staff.

It should be understood that staff dissatisfaction leads to a cyclical decline in activity. Therefore, it is necessary to make a comprehensive and ongoing analysis of the unique characteristics and needs of employees. This is necessary for more efficient use of staff capabilities. Understanding the needs and problems of employees leads to the development of more effective programs, increasing staff productivity. Which, in turn, leads to increased profitability.

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