

UDK: 005

658.8| DOI: 10.5937/etp2501001P

Datum prijema rada: 24.1.2025.

Datum korekcije rada: 11.2.2025.

Datum prihvatanja rada: 14.2.2025.

EKONOMIJA

TEORIJA I PRAKSA

Godina XVIII • broj 1

str. 1–26

ORIGINALNI NAUČNI RAD

---

## STRATEGIC PLANNING OF HUMAN RESOURCES IN CRISIS SITUATIONS

Parojčić Danijela<sup>1</sup>

Milićević Srđan<sup>2</sup>

Parojčić Aleksa<sup>3</sup>

**Abstract:** *Strategic planning of human resources in crisis situations is a key process for ensuring the resilience and competitive advantage of organizations under conditions of uncertainty. This paper explores the effectiveness of strategic approaches to human resource management during economic disruptions, technological changes, and global crises. The focus is on proactive risk recognition, development of crisis teams, continuous employee education, and the improvement of leadership skills, all of which contribute to business stability. Special attention is given to the implementation of innovative work models, such as digitization and flexible work arrangements, which support business continuity and maintain productivity. The paper also emphasizes the importance of fostering psychological safety for employees and creating an organizational culture that promotes innovation and transparent communication. Research shows that trust between management and employees, along with the development of expert and leadership*

---

1 Faculty of Economics and Engineering Management in Novi Sad, University Business Academy in Novi Sad, Cvećarska 2, 21107 Novi Sad, Serbia, danijela.parojic@fimek.edu.rs, <https://orcid.org/0000-0002-0923-2620>

2 Metropolitan University in Belgrade, Tadeuša Koščuška 63, 11000 Belgrade, Serbia, srdjan.milicevic@metropolitan.ac.rs

3 University „MB“ – Nikola Tesla in Belgrade, Jurija Gagarina 149a, 11070 Belgrade, Serbia, aleksaparojic@gmail.com

*teams, significantly contributes to the rapid adaptation of organizations in crisis situations. The results of the analysis indicate that strategic human resource planning during crises ensures the long-term sustainability of organizations through flexibility, innovation, and resilience. These elements form the foundation for successfully overcoming challenges in turbulent times.*

**Keywords:** *Human capital, employee adaptability, crisis management, organizational mindset.*

## INTRODUCTION

Constant changes occurring in the world market affect the economy of countries. Depending on the development of countries, the consequences caused by turbulent changes in the market are not the same for everyone. The organization of the state, its political and economic stability, as well as changes in technology are of great importance and affect the operations of all organizations (Drucker, 1999; Kotler & Keller, 2016; Brynjolfsson & McAfee, 2017).

An unstable environment negatively affects both the survival of the organization itself and its competitiveness. In order for the organization to operate successfully, both on the regional and international markets, constant changes in the way of doing business, modernization of business processes and state support through effective policies and strategies for easier change management are necessary (Porter, 2008; Grant, 2016). Developed countries are more prepared and faster to react and adapt to changes, while developing countries monitor and react to changes in their own way. The main problem of developing countries is the non-compliance of their state regulations with European laws, which prevents them from receiving additional support for organizations through European funds for innovation and development (North, 1990).

Crisis situations arising as a result of political turmoil, wars, economic instability and environmental changes require timely management response and strategic planning, especially in the human resources segment (Ulrich et al., 2017; Boin et al., 2020). Organizations, if they want to ensure survival on the market, are forced to constantly change their business, introduce novelties into processes, as well as new products and services, and thus gain a competitive advantage. In order to put all of the above into practice, it is necessary to change the business process itself, as well as human resources management. Proper strategic planning of

human resources allows organizations to recover faster and respond to increasingly sophisticated customer demands, as well as changes in the environment (Wright & McMahan, 1992; Ashkenas, 2021).

There is no real recipe for successful business, but the need for flexibility in all fields of activity and adaptability to modern business conditions and changes dictated by the market is certainly important. Various changes, which cannot be predicted with certainty, such as wars, the fall of the domestic currency, political turmoil in the country, various environmental and climatic changes, negatively affect the business of organizations (Mintzberg et al., 1998). When a crisis arises as a result of poor business operations, subsequent analysis reveals that, in order to cut costs, safety compromises were made, risks were underestimated, and rules were ignored. Crisis management cites poor judgment, incompetence and negligence as the cause of disaster (Fink, 1986). The quick reaction of crisis management, the management of new changes, as well as the creation of a good strategy and the application of innovations lead the organization to recovery, and all of this together contributes to increasing competitiveness and better positioning of organizations on the market.

In this context, strategic planning of human resources plays a key role in preventing and mitigating the consequences of crisis situations. Thoughtful planning implies timely assessment of risks, training of employees, creation of flexible teams and introduction of innovative solutions in the management of human resources (Boin et al., 2005; Forbes, 2022). Innovations are also important for all organizations that introduce changes in their business and represent both the challenge and the risk that such business can bring. The importance of innovation is confirmed by the fact that the EU encourages innovation in order to become the most competitive knowledge-based economy (European Commission, 2020).

Knowledge-based economy (European Commission, 2020).

## **RESEARCH METHODOLOGY**

Strategic planning of human resources includes forecasting potential risks, development of crisis strategies, optimization of organizational capacities, as well as continuous training of employees. This scientific

work relies on the application of appropriate scientific research methods, which include basic knowledge methods, general scientific methods and data collection methods. The combination of qualitative and quantitative approach made it possible to look at the problem from different angles, thus achieving the comprehensiveness and precision of the results.

The research methods used in this paper include different approaches that enable a deeper understanding of the phenomenon of strategic planning of human resources in crisis circumstances. Methods of analysis and synthesis are applied to break down the problem into its basic components and reconnect them to obtain a comprehensive understanding. The deductive method made it possible to draw conclusions based on existing theoretical knowledge, while the inductive method was used to generalize research results from concrete data.

The abstraction method was used to isolate key terms and factors of strategic planning of human resources, while the concretization method enabled the application of those factors to specific examples from the research. The comparative method compared the practices of strategic planning of human resources in crisis situations with theoretical models and empirical studies, which made it possible to see the similarities and differences between different approaches.

The statistical method was used to analyze the survey results through descriptive statistics, factor analysis and non-parametric statistical tests. With the help of statistical software such as SPSS, Excel and Access, data quantification was performed and correlations between key variables were revealed, which enabled a more precise insight into the relevant factors for the strategic planning of human resources in times of crisis.

With this methodological approach, a comprehensive analysis of the strategic planning of human resources in crisis situations was achieved, whereby the research results provided a reliable basis for making conclusions and recommendations for improving organizational capacities and remediating crisis situations.

The research sample was formed by surveying 200 companies from the territory of the Republic of Serbia, of which 143 companies filled out the questionnaire correctly. The sample is stratified according to company size (small, medium and large), type of activity and experience in crisis management. In the structure of surveyed companies according to activity and basic business orientation, the following areas are represented: production (36 companies), trade (51 companies), service activities (38

companies) and public companies (electricity distribution, water supply, megamarkets and restaurants) with 18 companies. According to the number of employees, 2/3 of the surveyed companies are micro and small companies, while the rest are medium-sized companies.

The main goal of the research is to examine the influence of various factors on the company's performance and identify causalities related to: 1) human resources, including the attitude towards education, training, expertise and innovation of employees and managers, 2) the attitude of employees towards changes and crises, 3) interactions between management and employees, and 4) management's contribution to the resolution of crisis situations. These researches are aimed at providing insight into the key factors that enable companies to effectively get out of crisis situations and recover from business.

A questionnaire focused on several key areas was used to collect data. The first part of the survey included basic demographic data on companies and respondents, including the structure of the company, such as activity, ownership structure, number of employees and their education, as well as years of operation on the market. Also, data was collected on the sex, age structure, educational structure and work experience of the respondents, as well as their position in the company. The second part of the survey is aimed at identifying the key factors that influence the effective strategic planning of human resources in crisis situations. The questions dealt with the importance of intellectual capital, professional training and education, development of innovation and creative potential of employees, as well as their readiness to adapt to changes and crises. Also, management and employee relations were analyzed, including discipline, motivation, creativity and transparency in communication. In this part of the survey, attention was paid to the management's contribution in solving the crisis, through monitoring new business trends, developing crisis strategies and making quick and effective decisions. The structure of the survey included 33 questions that provided insight into the performance of human capital, the role of employees and management in crisis situations, factors of motivation and innovation, as well as strategic approaches of management to achieve resilience and recovery of the company. The aim of the survey was to identify key factors between human resources, employee attitudes towards changes and management contributions through the analysis of the obtained data, in order to create

recommendations for strategic planning of human resources in crisis situations and achieving long-term resilience of organizations.

### **Data analysis**

The collected data were analyzed using SPSS, Excel and Access software tools, using various statistical techniques. Descriptive statistics made it possible to summarize the basic characteristics of the data, including central tendencies and standard deviations, thereby identifying basic patterns in responses and variations among them. Non-parametric statistical tests were applied to compare differences between sample subgroups, allowing for the analysis of non-normally distributed data. Factor analysis was used to identify key factors that influence the success of strategic planning of human resources in crisis situations, reducing the number of variables to a smaller number of factors that combine interrelated variables. The combination of these tools enabled a detailed understanding of the factors that influence the effectiveness of strategic human resources planning, providing a basis for making precise decisions in crisis circumstances.

### **Description of the structure of the company and the respondents**

More than half of the surveyed companies are from the production and service sector (52%). According to the form of ownership, private companies dominate (61%). Micro and small enterprises make up 66.4% (enterprises with up to 50 employees), medium-sized enterprises 1/3. Companies that have been operating on the market for more than 10 years make up 47% of the surveyed companies. The representation of respondents according to age is evenly distributed. As for the educational structure of the respondents, respondents with a university degree predominate (70%).

### **Statistical analysis of the responses of surveyed companies**

The results of the survey were analyzed using statistical software tools SPSS, Excel and Access. The questions from the survey were treated as variables, classified into qualitative (categorical) and quantitative (numerical) variables, with most of the answers allowing for quantification, which enabled further statistical processing. Respondents' attitudes about strategic planning of human resources in crisis situations

were evaluated using a customized Likert scale, with values from 1 to 4, where each answer was scored, and the total score for each question was calculated to express the general attitude of the respondents. Descriptive statistics, including response frequency, arithmetic means, standard deviations, and coefficient of variation, were used for data analysis. This analysis enabled the identification of variations in the attitudes of companies on key factors of strategic planning, as well as the recognition of dominant patterns of thought and perception. The results enabled a deeper understanding of human capital, employee reactions to changes, management's attitude towards crisis planning and its roles in crisis recovery. Statistical methods enabled the quantification of respondents' attitudes and the detection of correlations between the key variables of the research, which laid the foundations for recommendations to improve the strategic planning of human resources and increase the resilience of organizations.

### **Descriptive statistics of analysis results**

Descriptive statistics of the survey results enabled the analysis of the attitudes and perceptions of the surveyed companies regarding the key aspects of strategic planning of human resources in crisis situations. The results are presented through the frequency of responses to the questions evaluated on a Likert scale, which ranged from 1 (No, I do not agree) to 4 (I completely agree). In the segment of relations between management and employees, the majority of respondents positively assessed the importance of mutual trust and discipline during crisis situations. However, negative responses were recorded to questions related to the motivation and autonomy of employees, which indicates challenges in their motivation, which can affect the effectiveness of crisis planning. In the human capital segment, companies recognized the importance of employee expertise, but denied adequate support for innovation, which indicates the need for greater investment in the innovative potential of employees. Regarding the contribution of management in crisis situations, the majority of respondents agreed with the importance of responsible crisis management, while the segment of employees' attitude towards changes showed uncertainty and the need for better communication and education. Descriptive analysis highlights key challenges in strategic

planning of human resources during crises, including the need to improve employee motivation and autonomy, investment in innovation, further development of crisis management and building organizational resilience and a culture of flexibility in crisis situations. These insights provide a basis for formulating strategies to improve human resource management and strengthen the resilience of businesses in crisis circumstances.

**Table 1.** *Frequencies of responses to questions in the Survey (N=143 respondents)*

Likert scale: 4=yes, agree 3=partially agree; 2=I don't know; 1= no, I do not agree								
Questions	4		3		2		1	
	N	%	N	%	N	%	N	%
Is intellectual capital a significant factor contributing to higher profitability of your organization?	38	26.6	28	19.6	36	25.2	41	28.7
Do the employees in your organization have the expertise and knowledge for the jobs they perform?	96	67.1	21	14.7	7	4.9	19	13.3
Do you think that employees are the key business resource of your organization?	82	57.3	49	34.3	4	2.8	8	5.6
When was the last time the managers attended professional training?	26	18.2	107	74.8	0	0.0	10	7.0
Does your organization provide enough time, space, finance and other means to encourage innovation?	12	8.4	42	29.4	31	21.7	58	40.6
Does your organization reward innovation?	13	9.1	39	27.3	30	21.0	61	42.7
Do you think that the crisis management of your organization is sufficiently professional and capable of leading the organization out of the crisis?	51	35.7	48	33.6	18	12.6	26	18.2
Are employees trained to quickly adapt to new changes?	23	16.1	71	49.7	6	4.2	43	30.1
Can employees learn from the experiences of other employees within the organization?	52	36.4	71	49.7	0	0.0	20	14.0
Does your organization promote teamwork?	23	16.1	99	69.2	0	0.0	21	14.7
Does the management of your organization follow new business trends?	26	18.2	75	52.4	4	2.8	38	26.6



Likert scale: 4=yes, agree 3=partially agree; 2=I don't know; 1= no, I do not agree								
Questions	4		3		2		1	
To what extent is crisis management developed in your organization?	55	38.5	67	46.9	10	7.0	11	7.7
When a crisis occurs, is a change of management necessary?	89	62.2	0	0.0	4	2.8	50	35.0
Does crisis management take responsibility for its actions in the event of a crisis?	78	54.5	43	30.1	9	6.3	13	9.1
Do you think that discipline within the organization is important for the success of your organization's business?	113	79.0	13	9.1	6	4.2	11	7.7
Are the employees in your organization motivated to perform quality work?	22	15.4	39	27.3	8	5.6	74	51.7
Are the employees in your organization motivated and ready to share knowledge with each other?	33	23.1	42	29.4	11	7.7	57	39.9
Does the creativity of your employees affect the quality of the product and the competitiveness of the company?	35	24.5	54	37.8	31	21.7	23	16.1
Does your organization promote professional development of employees?	45	31.5	73	51.0	5	3.5	20	14.0
Are your employees motivated to constantly improve their skills?	48	33.6	60	42.0	6	4.2	29	20.3
Are your employees timely informed about all business events in the organization?	35	24.5	57	39.9	20	14.0	31	21.7
To what extent are the employees in your organization allowed to make independent decisions in the workplace?	11	7.7	53	37.1	10	7.0	69	48.3
Do employees and management share information to achieve better organizational results?	42	29.4	77	53.8	0	0.0	24	16.8
How important is the role of crisis management in human resource management?	78	54.5	58	40.6	0	0.0	7	4.9
How important is mutual trust between managers and employees in your organization?	113	79.0	15	10.5	4	2.8	11	7.7

## Basic descriptive statistics of the sample

The basic descriptive statistics of the sample, which includes 143 companies, is based on the arithmetic mean, which represents the average value and enables the identification of the central tendency of the data. In addition, variance and standard deviation were used to measure data dispersion. The variance measures the average squared deviation of the value from the arithmetic mean, while the standard deviation, as the square root of the variance, provides a more precise picture of the degree of data variability. A high value of the standard deviation indicates greater dispersion of the data, while a lower value indicates the homogeneity of the sample. These indicators provide an insight into the consistency of the company's attitudes regarding key issues of strategic planning of human resources in crisis situations, such as motivation, employee autonomy and the role of management. By combining the arithmetic mean and standard deviation, it is possible to identify the areas with the greatest variation in attitudes, which is crucial for creating targeted strategies for improving the resilience of organizations in crisis situations.

Descriptive statistics of the variables, shown in Table 2, include the values of the arithmetic mean, standard deviation and coefficient of variation for the 25 analyzed variables from the survey conducted among 143 companies. Arithmetic averages indicate the dominant attitudes of the surveyed companies, with the highest average values relating to the importance of mutual trust between managers and employees (arithmetic average 3.61) and discipline for business success (arithmetic average 3.59), which confirms the key role of these factors in achieving the resilience of companies during crisis situations. On the other hand, the lowest average values were recorded in questions related to innovation, employee independence and motivation, which indicates the lack of a systematic approach to the development of these aspects in organizations. The standard deviations and the coefficient of variation additionally show a high level of response variability, which indicates disagreements among respondents, especially in questions related to innovation, motivation and independence of employees. These variations may reflect the heterogeneity of attitudes among companies of different sizes and activities, as well as different levels of organizational culture. The results of the analysis provide a basis for the formulation of recommendations in the strategic planning of human resources, with an emphasis on improving the organizational culture of trust and discipline, systemic incentives for innovation and autonomy, as well as motivational mechanisms that encourage cooperation and knowledge sharing in times of crisis.

**Table 2.** *Arithmetic means and standard deviations of responses to specific questions in the survey*

Questions	N	Mean	Std. Deviation	Coeff. of variation
Is intellectual capital a significant factor contributing to higher profitability of your organization?	143	2.44	1.167	47.8
Do the employees in your organization have the expertise and knowledge for the jobs they perform?	143	3.36	1.064	31.7
Do you think that employees are the key business resource of your organization?	143	3.43	0.801	23.3
When was the last time the managers attended professional training?	143	3.04	0.680	22.4
Does your organization provide enough time, space, finance and other means to encourage innovation?	143	2.06	1.019	49.6
Does your organization reward innovation?	143	2.03	1.034	51.0
Do you think that the crisis management of your organization is sufficiently professional and capable of leading the organization out of the crisis?	143	2.87	1.096	38.2
Are employees trained to quickly adapt to new changes?	143	2.52	1.087	43.2
Can employees learn from the experiences of other employees within the organization?	143	3.08	0.960	31.1
Does your organization promote teamwork?	143	2.87	0.858	29.9
Does the management of your organization follow new business trends?	143	2.62	1.067	40.7
To what extent is crisis management developed in your organization?	143	3.16	.861	27.2
When a crisis occurs, is a change of management necessary?	143	2.90	1.433	49.5
Does crisis management take responsibility for its actions in the event of a crisis?	143	3.30	0.942	28.5
Do you think that discipline within the organization is important for the success of your organization's business?	143	3.59	0.890	24.8
Are the employees in your organization motivated to perform quality work?	143	2.06	1.188	57.6
Are the employees in your organization motivated and ready to share knowledge with each other?	143	2.36	1.224	51.9

Questions	N	Mean	Std. Deviation	Coeff. of variation
Does the creativity of your employees affect the quality of the product and the competitiveness of the company?	143	2.71	1.013	37.4
Does your organization promote professional development of employees?	143	3.00	0.957	31.9
Are your employees motivated to constantly improve their skills?	143	2.89	1.088	37.7
Are your employees timely informed about all business events in the organization?	143	2.67	1.073	40.2
To what extent are the employees in your organization allowed to make independent decisions in the workplace?	143	2.04	1.080	52.9
Do employees and management share information to achieve better organizational results?	143	2.96	0.985	33.3
How important is the role of crisis management in human resource management?	143	3.45	0.738	21.4
How important is mutual trust between managers and employees in your organization?	143	3.61	0.872	24.2
Valid N (listwise)	143			

## Analysis of four segments of crisis management

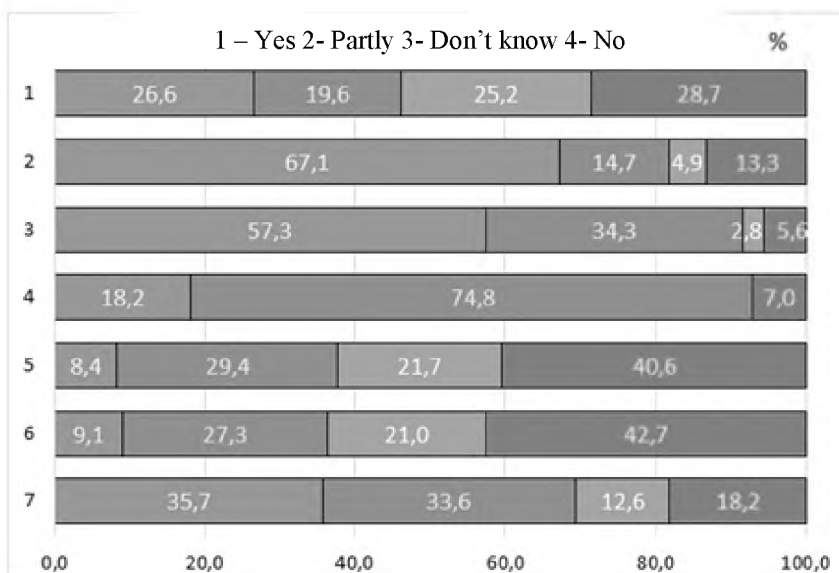
Based on the research, crisis management was analyzed through four key segments: human capital, employee attitude towards changes and crisis, contribution of crisis management and relationship between management and employees. The first segment is analyzed in detail below.

### 1. Human resources

The analysis of human capital in organizations indicates key challenges and room for improvement in the area of employee expertise, innovation and management's ability to manage crises. The results show that only 25% of respondents recognize the importance of intellectual capital as a factor that contributes to the profitability of the organization, while 75% of respondents do not see its importance. This low level of awareness of intellectual capital indicates the need for its better valuation as a key resource for achieving competitive advantages (Hamel & Prahalad, 1994). On the other hand, 82% of respondents believe that employees have the

appropriate skills and knowledge to perform their tasks, which indicates a positive attitude towards employee competencies, although there is room for further development of their skills (Brynjolfsson & McAfee, 2017). More than 50% of respondents agree with the statement that employees are the key resource of the organization's operations, while 40% partially support this perception, which suggests that employees still need more attention in the context of their importance to the organization (Barney, 1991). However, a significant problem is the lack of professional development of managers, because more than 80% of respondents state that managers did not have adequate training or professional support in the last period, which can seriously threaten the effectiveness of management, especially in crisis situations (Boin et al., 2020). In addition, innovation is recognized as a significant problem, as only a small number of respondents consider it important to encourage and reward innovation, which indicates a low level of support for innovative initiatives in organizations (Teece, 2014). This lack of innovation can limit the ability of organizations to quickly adapt and recover during periods of crisis. The perception of management's ability to manage crises is also divided; 36% of respondents believe that the management has the appropriate skills for crisis management, while 34% believe that it is necessary to involve

**Photo 1.** *Human resource - disposition response*

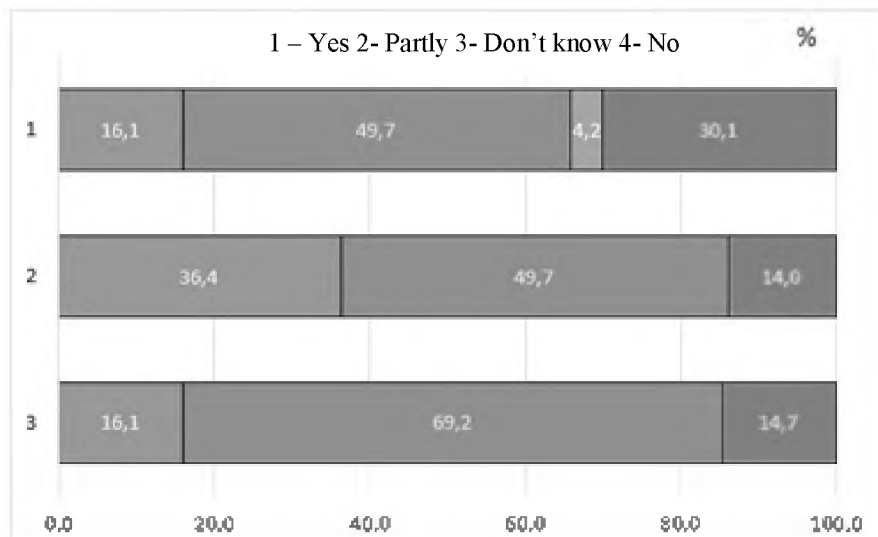


additional experts (Mintzberg et al., 1998). These results indicate distrust towards the existing management, which can further affect the effectiveness of crisis strategies. In conclusion, the results of the analysis of human capital point to the need to improve awareness of the importance of intellectual capital, develop programs for professional development of management, encourage innovation through appropriate awards and resources, and strengthen trust in management through transparent and effective crisis strategies (Sullivan, 2003).

## **2. Attitude of employees towards changes and crisis**

The analysis of the segment "Employees' attitudes towards change and crisis" indicates key challenges regarding the ability of employees to adapt to changes, learn from the experiences of others and function in a team. The results of the research show that almost 80% of respondents believe that they are not or partially able to quickly adapt to new changes, which indicates low flexibility of employees, which is of key importance in crisis situations (Teece, 2014). Only 16% of respondents believe that they are fully able to adapt, which emphasizes the need to strengthen this ability (Kotter, 1996). Regarding learning from the experience of others, slightly more than a third of the respondents answered positively, while about half of the respondents gave a partial answer. These results suggest that there is a basis for knowledge sharing in the organization, but the potential is not fully utilized (Nonaka & Takeuchi, 1995). Also, only 16% of respondents believe that teamwork is adequately promoted in the organization, while about 70% of respondents do not have a clear position on this issue, which indicates that teamwork is not sufficiently integrated into the organization's culture (Edmondson, 2012). This can negatively affect the effectiveness of cooperation in crisis situations. Because of these challenges, the development of training programs that focus on flexibility and rapid responses to change is recommended (Grant, 2016). Also, it is necessary to encourage a culture of knowledge sharing through the introduction of a mentoring system, regular meetings and interactive workshops (Senge, 1990). Strengthening teamwork through initiatives that promote collaborative work, while rewarding team results, is also key to improving an organization's ability to effectively manage crises (Katzenbach & Smith, 1993).

**Photo 2.** *Attitude of employees towards changes and crisis - response disposition*

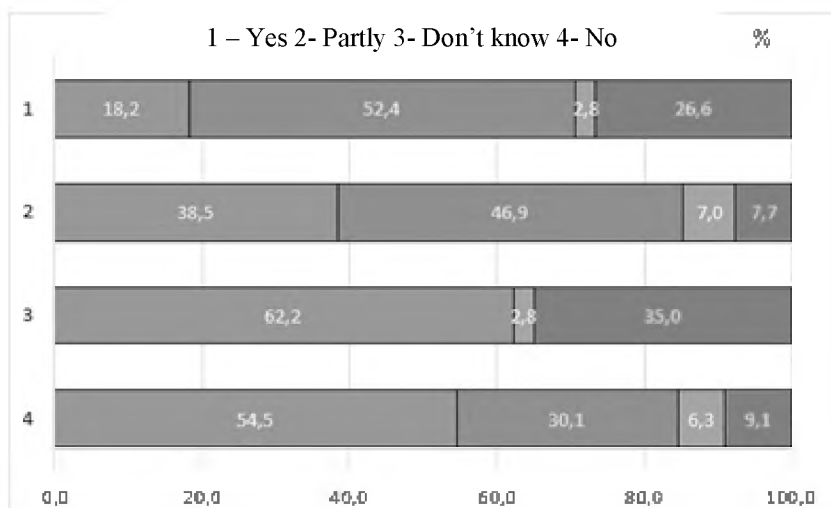


### 3. Contribution of crisis management

The analysis of the "Contribution of crisis management" segment shows several key challenges and opportunities for improving organizations in crisis situations. Only 41% of respondents believe that management follows new business trends, which indicates a lack of proactivity and a reduction in competitive advantage in crises (Kotter, 1996). The dominant competitive advantage of organizations is based on product price and employee quality, while only 9% of respondents believe that technology should be a key factor, indicating a neglect of innovation and technological development (Christensen, 1997). Also, crisis management is partially developed, as 38% of respondents believe that it is fully developed, while a larger percentage believes that it is still necessary to improve strategies and organization. Finances are most affected by crises (41%), with sales also suffering significant losses (29%). Management is often faced with the need for change, with loss of operational control over cash flows being most often cited as a key mistake (Ulrich et al., 2017). An offensive turnaround strategy, which relies on active crisis resolution through change and restructuring, is recognized as the best approach, with 43% of

respondents supporting it (Kotter, 2012). Due to these challenges, it is recommended to improve the monitoring of business trends through continuous management training and the application of modern technologies (Teece, 2018). Also, the development of strategies that would base competitive advantage on innovation and digital transformation becomes crucial (Porter & Heppelmann, 2014). Improving the control of financial flows through appropriate tools for financial monitoring and planning, as well as strengthening the responsibility of management in crisis situations, contributes to more effective crisis management and strengthening the resistance of organizations to future challenges (Kaplan & Norton, 1996).

**Photo 3.** *Contribution of crisis management - response disposition*



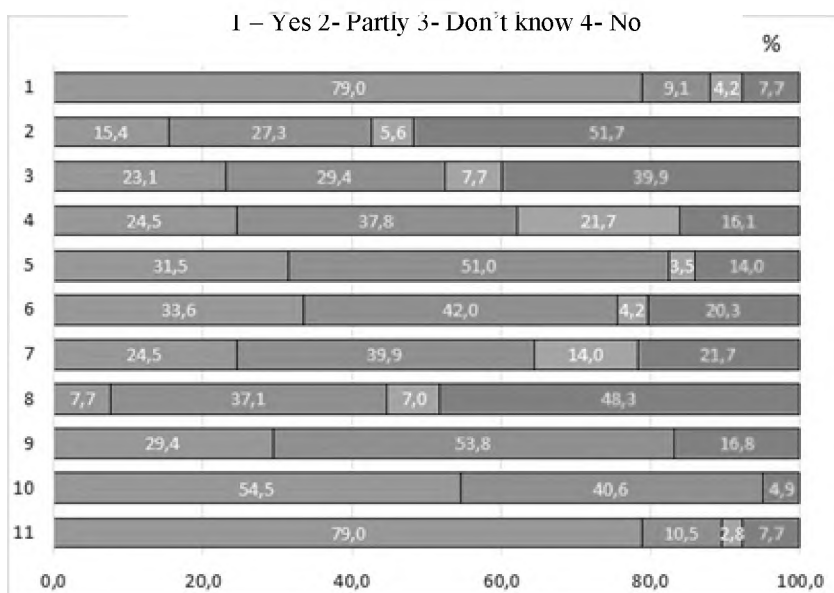
#### 4. Relationship between management and employees

The results of the survey indicate several key factors that influence the success of the organization and its functioning in crisis situations. The relationship between management and employees is marked by high percentages indicating the importance of discipline (79%) and mutual trust during a crisis (79%), with average values of 3.59 and 3.6 (Kouzes & Posner, 2002). However, low employee motivation (15%) and weak knowledge exchange (40%) were recognized as the main problems, along with insufficient information (75%) about business developments



(Herzberg, 1966). Also, 42% of employees believe that there is only partial motivation for professional development, while 59% do not have a clear opinion on the role of creativity in competitiveness. Strategic challenges include a lack of autonomy in decision-making (48%), which indicates the need for greater employee trust and autonomy (Amabile, 1997), as well as promoting creativity and innovation (Nonaka & Takeuchi, 1995). Crisis management is recognized as important for human resource management (55%), and communication with management (50%) is key to improving business results (Kotter, 1996). Identified areas for improvement include: improving employee motivation and engagement (Pink, 2009), encouraging knowledge sharing, improving information, increasing decision-making autonomy, and developing a culture of creativity and innovation. These aspects are essential for improving business results and organizational resilience, especially in crisis situations (Schein, 2010).

**Photo 4.** *The relationship between management and employees - disposition of the answer*



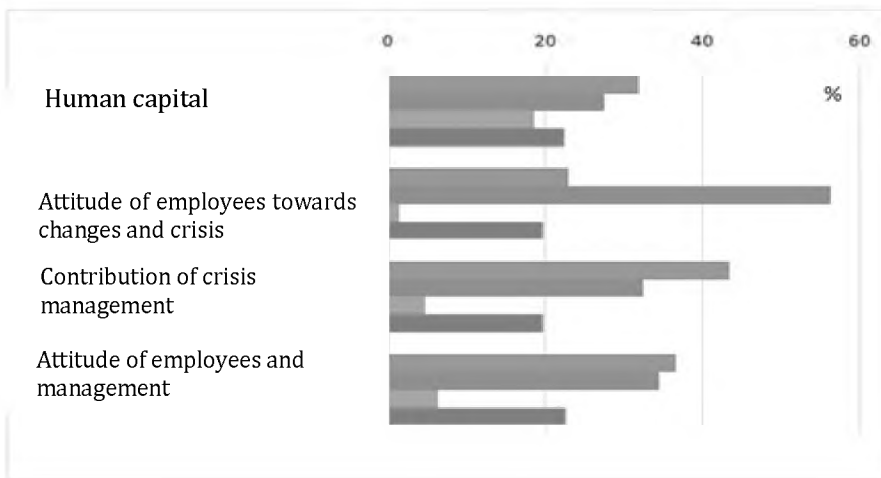
## Profile of crisis management

The profile of crisis management in organizations indicates key challenges and areas that need to be improved in order for organizations to become more resilient to crisis situations. First, there is a low level of understanding of the importance of human capital, with little management interest in professional development of employees (Becker & Huselid, 1998). Management shows partial confidence in its own expertise to lead the company out of crisis, while innovation is not sufficiently encouraged or rewarded (Tushman & O'Reilly, 1996). The attitude of employees towards changes and crisis is characterized by a low degree of adaptability and a weak promotion of teamwork, which can make it difficult to react to crisis challenges (Kotter, 1996). Nevertheless, there is a relatively satisfactory level of learning from the experience of other employees, which can serve as a basis for strengthening the joint ability of the organization to face crises (Nonaka & Takeuchi, 1995). Regarding the contribution of crisis management, management should improve monitoring of new business trends (Porter, 1985), while 2/3 of the respondents believe that management change is needed during a crisis. The main cause of managerial error is the loss of operational control over cash flows (36%), which indicates the need for more efficient systems for financial monitoring and planning (Drucker, 2007). The majority of respondents believe that crisis management should take responsibility in crisis situations, which implies a proactive role of management in decision-making and crisis resolution. Internal factors of the crisis, such as poor financial management and high costs of doing business, have been identified as key causes of the problem. In the relationship between management and employees during a crisis, the key factors are trust and communication (Kouzes & Posner, 2002). However, there are significant problems such as low motivation of employees, weak exchange of knowledge, lack of understanding of the importance of creativity, poor information about business events, as well as limited independence of employees in decision-making (Amabile, 1997).

The main challenges of crisis management include several key areas that are of crucial importance for successful crisis management and long-term organizational resilience. First, the development of human capital represents the basis for dealing with crises, which implies encouraging innovation and continuous professional development of employees (Becker & Huselid, 1998). Another challenge is to increase the organization's adaptability to change, through the promotion of teamwork

and flexibility, which are crucial for quick response in dynamic circumstances (Kotter, 1996). Also, improving financial control, which includes effective operational control and cost management, is the basis for preserving the stability of the organization in crisis periods (Drucker, 2007). Improving communication and information among employees is considered a key factor for ensuring the timely and accurate transmission of information within the organization, which is essential for making correct decisions in crisis situations (Kouzes & Posner, 2002). Finally, increasing the motivation and independence of employees is of essential importance for building an engaged team that is capable of taking responsibility and making key decisions in crisis circumstances (Pink, 2009). These areas are therefore considered key points for strengthening crisis management and increasing organizational resilience.

**Photo 5.** *Assessment of the contribution of four key segments to the measurement of crisis management*



The comparison and discussion of the survey results indicate several key insights into the relationships between employees, management and organizational response to crisis situations, as well as the role of creativity and competitiveness.

### Comparison of key segments:

1. Human resources as a segment that deals with human capital shows a relatively low level of understanding of its importance in crisis management. With an average value of 2.69 and a contribution of 0.168, this segment indicates that management and employees often do not recognize the sufficient value of investing in human resources. This may be due to a weaker connection between strategic human resource planning and crisis management. Low motivation, low willingness to share knowledge and poor information about business developments indicate a lack of attention to the development of human capital, which can be a key factor for an effective response to crises.
2. The attitude of employees towards change and crisis is a segment that has an average value of 2.82 and a contribution of 0.176, which shows that although there is some level of readiness to adapt, employees are still not fully engaged when it comes to teamwork and flexibility in crisis situations. About 56% of the answers are unclear, which suggests the need for a better understanding of the importance of teamwork and collective efficiency in crisis situations, as well as the need for additional education and motivation for employees.
3. The relationship between management and employees is the segment that shows the greatest contribution to crisis management with an average value of 2.85 and a contribution of 0.178. Employees believe that a mutual relationship of trust between management and employees is important during crisis situations, but there are still problems in motivation for quality work performance, sharing knowledge and making independent decisions. Management's trust with employees is crucial for effectively overcoming crisis moments, but current responses indicate that trust and communication within the organization are still not developing fast enough.
4. The contribution of crisis management is the segment that has the greatest contribution in analyzing crisis management, with an average value of 2.99 and a contribution of 0.187. Respondents believe that management must better follow new business trends, but there is also a clear recognition regarding the need to take responsibility in crisis situations. The problem of loss of operational control over cash flows indicates the importance of efficient financial management as a key factor in maintaining the stability of the organization in periods of crisis.

## RESULTS OF DISCUSSION

The results indicate several important perceived problems and potential for improvements in organizations. Human resources is the segment that requires the most attention. Given that human resources are the key to the long-term resilience of an organization, investments in training, motivation and skill development of employees should be a priority. Crisis situations can highlight weaknesses in this segment, but also provide an opportunity to recognize and strengthen human resources through strategies that include constant professional development and building greater mutual cooperation and trust between employees and management.

The attitude of employees towards change also shows the need for improvement. Management must work to develop a culture that supports flexibility and adaptability, which implies not only technical training, but also emotional intelligence and the development of team spirit. In crisis situations, employees who are not ready to adapt quickly or do not have enough flexibility can become an obstacle to an effective response to challenges.

The creativity of employees, which turns out to be a problem in perception, is an under-researched area. The percentage of 59% that does not have a clear view on the connection between creativity and competitiveness may indicate a lack of strategies to encourage creativity or a failure to recognize its importance in business strategy. Organizations that do not work to encourage innovative thinking may face problems in maintaining a competitive advantage in the market.

Organizations facing challenges in several key areas of crisis management, such as human resources, readiness for change, creativity and the role of crisis management. The average values of the segments indicate that there is a need for greater focus on the development and motivation of employees, improvement of mutual trust and communication, as well as proactive monitoring of business trends. Strategic HR planning in crisis situations must be better integrated into all aspects of the organization, which includes developing strategies that not only allow employees to adapt quickly, but also encourage innovation and creativity, so that the organization is able to respond to crisis challenges and maintain competitive advantage.

## CONCLUSION AND SCIENTIFIC CONTRIBUTION

Strategic planning of human resources for crisis situations has proven to be a key factor for successful management of organizations in times of crisis. Although management and employees recognized the importance of crisis management, the results of the research indicate deficiencies in the areas of human capital, motivation, training and readiness for change. Strategies for crisis situations must better include the engagement of employees, at the same time encourage their skills and greater confidence in their work, which is necessary for quick adaptation to new circumstances. Human resource planning in crises should focus on organizational flexibility, developing team efficiency and enabling independent decision-making at all levels. Although employees are generally ready to adapt to change, there are still difficulties in implementing flexible work models and innovations. Organizations that want to improve their resilience must seriously consider fostering creativity and introducing new business models, as these are key factors for competitiveness in times of crisis. The scientific contribution of this research is reflected in the identification of key aspects of strategic planning of human resources that directly affect the resilience of organizations in crisis circumstances. Through a precise analysis of empirical data, the research indicated the need for the development of integrative approaches that connect flexibility, innovation and human capital as pillars of organizational resilience. Through a detailed analysis of the perceptions of management and employees, the work provides new insights into the importance of creating policies that simultaneously include education, training and motivation, which improves organizational performance during crisis situations. The paper contributes to the development of modern theoretical models of crisis management through the research of specific factors that influence the adaptability of organizations. These results can serve as a basis for further research and practical recommendations for organizations that want to build more effective human resource strategies and ensure sustainability in times of crisis. Only through coordination between management and employees, with clear strategies and policies that integrate all aspects of crisis management, can organizations create resilience and the ability to effectively overcome crisis challenges.

## REFERENCES

1. Amabile, T. M. (1997). *Motivating creativity in organizations: On doing what you love and loving what you do*, Harvard Business Review Press, str. 15-35. <https://doi.org/10.2307/41165921>
2. Ashkenas, R. & Manville, B. (2021). *The Harvard Business Review Leader's Handbook: Make an Impact, Inspire Your Organization, and Get to the Next Level*, Harvard Business Review Press, str. 10-50.
3. Barney, J. (1991). Firm resources and sustained competitive advantage, *Journal of Management*, 17(1), 99-120  
<https://doi.org/10.1177/014920639101700108>
4. Becker, G. S. i Huselid, M. A. (1998). Human Capital Theory, *Journal of Human Capital*, 18(2), 30-45.
5. Boin, A., Hart, P., Stern, E., & Sundelius, B. (2005). *The politics of crisis management: Public leadership under pressure*, Cambridge University Press, str. 25-60.  
<https://doi.org/10.1017/CBO9780511490880>
6. Brynjolfsson, E., & McAfee, A. (2017). *Machine, platform, crowd: Harnessing our digital future*, W. W. Norton & Company, str. 30-90.
7. Christensen, C. M. (1997). *The innovator's dilemma: When new technologies cause great firms to fail*, Harvard Business Review Press, str. 50-80, 120-150.
8. Drucker, P. F. (1999). *Management challenges for the 21st century*, HarperBusiness, str. 40-80.
9. Edmondson, A. (2012). *Teamwork on the fly: How to build high-performing teams*, Harvard Business Review Press, str. 60-120.
10. European Commission. (2020), *Digital economy and society index (DESI) 2020 report*, European Commission.  
[https://commission.europa.eu/index\\_en](https://commission.europa.eu/index_en)
11. Fink, S. (1986). *Crisis management: Planning for the inevitable*, AMACOM, str. 10-30. Forbes. (2022). The impact of crisis management on business resilience, *Forbes Media, United States*, str. 1-12.
12. Grant, R. M. (2016). *Contemporary strategy analysis: Text and cases*, (9th ed.). Wiley, str.120-150.
13. Hamel, G., & Prahalad, C. K. (1994). *Competing for the future*, Harvard Business Review Press, str. 100-150.

14. Herzberg, F. (1966). *Work and the nature of man*, World Publishing, str. 80-120.
15. Kaplan, R. S., & Norton, D. P. (1996). *The balanced scorecard: Translating strategy into action*. Harvard Business Review Press, str. 1-30.
16. Katzenbach, J. R., & Smith, D. K. (1993). The wisdom of teams: Creating the high-performance organization. Harper Business, str. 1-30, 100-130.
17. Kotler, P., & Keller, K. L. (2016). *Marketing management*, (15th ed.). Pearson Education, str. 60-120.
18. Kotter, J. P. (1996). *Leading change*, Harvard Business Press, str. 50-75.
19. Kotter, J. P. (2012). *Accelerate: Building strategic agility for a faster-moving world*, Harvard Business Review Press, str. 30-60, 100-130.
20. Kouzes, J. M., & Posner, B. Z. (2002). *The leadership challenge: How to make extraordinary things happen in organizations*, Jossey-Bass, str. 35-70, 120-160, 200-230.
21. Mintzberg, H., Ahlstrand, B., & Lampel, J. (1998). *Strategy safari: A guided tour through the wilds of strategic management*, Free Press, str. 40-80, 150-190, 250-280.
22. Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*, Oxford University Press, str. 8-15,  
<https://doi.org/10.1080/23735082.2023.2272611>
23. North, D. C. (1990). *Institutions, institutional change and economic performance*, Cambridge University Press, str. 3-50,  
<https://dx.doi.org/10.2139/ssrn.1416542>
24. Pink, D. H. (2009). *Drive: The surprising truth about what motivates us*, Riverhead Books, str. 200-250.
25. Porter, M. E. (2008). *On competition*, Harvard Business Review Press, str. 3-60
26. Porter, M. E., & Heppelmann, J. E. (2014). How smart, connected products are transforming competition, *Harvard Business Review*, 92(11), 64-88.
27. Schein, E. H. (2010). *Organizational culture and leadership*, (4th ed.). Jossey-Bass, str. 23-30
28. Senge, P. M. (1990). *The fifth discipline: The art & practice of the learning organization*. Doubleday, str. 6-30
29. Sullivan, J. (2003). *Crisis management and the role of leadership*, McGraw-Hill.



30. Teece, D. J. (2018). *Business models and dynamic capabilities*, *Long Range Planning*, 51(1), 40-49.  
<https://doi.org/10.1016/j.lrp.2017.06.007>
31. Tushman, M. L., & O'Reilly, C. A. (1996). Ambidextrous organizations: Managing evolutionary and revolutionary change, *California Management Review*, 38(4), 8-30.
32. Ulrich, D., et al. (2017). *Victory through organization: Why the war for talent is failing your company and what you can do about it*, McGraw-Hill Education, str. 15-45
33. Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management, *Journal of Management*, 18(2), 295–320. <https://doi.org/10.1177/014920639201800205>

## STRATEŠKO PLANIRANJE LJUDSKIH RESURSA U KRIZNIM SITUACIJAMA

Danijela Parojčić

Srđan Milićević

Aleksa Parojčić

**Sažetak:** *Strateško planiranje ljudskih resursa u kriznim situacijama je ključni proces za obezbeđivanje otpornosti i konkurentске prednosti organizacija u uslovima neizvesnosti. Ovaj rad istražuje efikasnost strateških pristupa upravljanju ljudskim resursima tokom ekonomskih poremećaja, tehnoloških promena i globalnih kriza. Fokus je na proaktivnom prepoznavanju rizika, razvoju kriznih timova, kontinuiranoj edukaciji zaposlenih i unapređenju liderskih veština, čime se postiže stabilnost poslovanja. Posebna pažnja posvećena je implementaciji inovativnih modela rada, kao što su digitalizacija i fleksibilni aranžmani rada, koji omogućavaju kontinuitet poslovanja i očuvanje produktivnosti. U radu se takođe ističe važnost izgradnje psihološke sigurnosti zaposlenih i stvaranja*

*organizacione kulture koja podstiče inovativnost i transparentnu komunikaciju. Istraživanja pokazuju da poverenje između menadžmenta i zaposlenih, kao i razvoj stručnih i liderskih timova, značajno doprinosi brznoj adaptaciji organizacija na krizne situacije. Rezultati analize ukazuju da strateško planiranje ljudskih resursa tokom krize obezbeđuje dugoročnu održivost organizacija kroz fleksibilnost, inovativnost i izgradnju otpornosti. Ovi elementi su osnova za uspešno savladavanje izazova u turbulentnim vremenima.*

**Ključne reči:** *ljudski kapital, prilagodljivost zaposlenih, krizni menadžment, organizacioni način razmišljanja.*