

## Personnel Policy and Strategic Planning of Human Resource Management in a Crisis Environment

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Опубліковано	Секція	УДК
30.06.2025	Економіка	65.011.56:65.012.32:330.341.1

DOI: <https://doi.org/10.5281/zenodo.17264303>

**Abstract.** The article analyzes personnel policy and strategic planning of human resource management in a crisis economy. It reveals their interdependence as components of an integrated human capital management system aimed at ensuring organizational resilience, adaptability, and sustainable development. It is proved that in a crisis environment, personnel policy performs the function of a strategic coordinator that aligns economic objectives, social priorities, and the organization's value orientations. Its effectiveness is determined by the ability to maintain a balance between the stability of labor relations and the need for structural transformation.

It is found that strategic human resource planning under conditions of uncertainty should be based on analytical forecasting, digital technologies for personnel monitoring, and competency-based models of development. This approach creates synergy between short-term measures and long-term goals, ensuring anti-crisis flexibility and managerial foresight. Particular attention is paid to the role of employment policy, corporate culture, and social responsibility of business as institutional factors in the implementation of personnel strategy. The interaction among the state, business, and society establishes the foundation for the effective use of human capital as the main driver of economic recovery.

The practical significance of the study lies in the development of a conceptual model of strategically oriented personnel policy suitable for both public and corporate sectors. It is substantiated that such a policy functions not only as an instrument of anti-crisis management but also as the foundation of sustainable socio-economic development, with the human being at its core – as a carrier of competence, innovative thinking, and civic responsibility.

**Keywords:** personnel policy, strategic planning, human resource management, crisis, adaptability, human capital, competencies, anti-crisis management, institutional resilience, digitalization, corporate culture, social responsibility.

### Кадрова політика та стратегічне планування управління людськими ресурсами в умовах кризи

**Анотація.** У статті проаналізовано кадрову політику та стратегічне планування управління людськими ресурсами в умовах кризової економіки. Розкрито їх взаємозалежність як складників єдиної системи управління людським капіталом,

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орієнтованої на забезпечення стійкості, адаптивності й розвитку підприємства. Доведено, що кадрова політика у кризовому середовищі виконує функцію стратегічного координатора, який узгоджує економічні цілі, соціальні пріоритети та ціннісні орієнтири організації. Її ефективність визначається здатністю підтримувати баланс між стабільністю трудових відносин і необхідністю структурних трансформацій.

З'ясовано, що стратегічне планування людських ресурсів в умовах невизначеності має ґрунтуватися на аналітичному прогнозуванні, цифрових технологіях моніторингу персоналу та компетентнісних моделях розвитку. Такий підхід формує синергію між короткостроковими заходами й довгостроковими цілями, забезпечуючи антикризову гнучкість і управлінську передбачуваність. Особливу увагу приділено ролі державної політики зайнятості, корпоративної культури та соціальної відповідальності бізнесу як інституційних чинників реалізації кадрової стратегії. Саме взаємодія держави, бізнесу й суспільства створює передумови для ефективного використання людського капіталу як основи економічного відновлення.

Практичне значення дослідження полягає у формуванні концептуальної моделі стратегічно зорієнтованої кадрової політики, придатної для застосування у державному й корпоративному секторах. Обґрунтовано, що така політика є не лише інструментом антикризового управління, а й фундаментом сталого соціально-економічного розвитку, у центрі якого перебуває людина як носій компетентності, інноваційного мислення та громадянської відповідальності.

**Ключові слова:** кадрова політика, стратегічне планування, управління людськими ресурсами, криза, адаптивність, людський капітал, компетентності, антикризове управління, інституційна стійкість, цифровізація, корпоративна культура, соціальна відповідальність.

### Introduction

Modern economic dynamics are characterized by increasing turbulence caused by global crises, military threats, and the transformation of the labor market. Under such conditions, personnel policy and strategic human resource management become key factors of economic resilience. They shape the adaptive potential of organizations, ensure their ability to recover, and create the foundation for long-term development even in situations of uncertainty. The personnel strategy becomes the central axis of the management system, determining the efficiency of human capital utilization.

In the modern economy, human capital appears not as a cost-based resource but as the main carrier of competencies, innovative energy, and social responsibility. Therefore, personnel policy should be based on a strategic vision of staff development, combining analytical evaluation methods with mechanisms of flexible planning and institutional guarantees of professional growth. It ensures not only the efficiency of the enterprise's current operations but also its ability to transform under the influence of external changes.

The relevance of this research is driven by the need to rethink the principles of human resource management in a crisis environment. The destabilization of market processes, the disruption of production chains, and the growth of social tension require a shift from reactive measures to systematic strategic management. It is the coordinated interaction of personnel policy and strategic planning that determines an enterprise's ability to adapt to new realities, maintain productivity, and strengthen competitiveness. Theoretical and applied understanding of these processes is a necessary precondition for developing an effective human capital management model focused on recovery and sustainable development of the national economy.

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The analytical model for assessing human resource potential is based on three interrelated components: systematic monitoring of competencies, forecasting of personnel dynamics, and identification of organizational risks. Monitoring makes it possible to track changes in staff structure, motivation levels, employee turnover, and labor productivity. Forecasting shapes the vision of future competency needs and determines directions for personnel reserve development, while risk analysis identifies zones of potential losses and mechanisms for their compensation. Combined, these components create an integrated analytical framework for human capital management.

The crisis context requires exceptional precision and speed in analytical procedures. Therefore, strategic analysis must combine quantitative methods – econometric calculations, performance indicators, and models of personnel efficiency – with qualitative tools such as expert assessments, sociometric studies, and psychometric tests. This combination provides a comprehensive picture of human resource potential, ensuring managerial predictability and minimizing the risk of inadequate decisions.

The results of strategic analysis not only capture the state of the labor resource but also reveal hidden reserves for development. They make it possible to forecast the consequences of managerial actions, identify directions for investment in human capital, and build a system of strategic learning that reproduces competencies in the long term. The analytical function of personnel management in a crisis period becomes the core element of an enterprise's strategic stability.

Flexible human resource planning in a crisis environment becomes a key instrument of organizational resilience. Its essence lies in the enterprise's ability to promptly adapt its personnel structure to new strategic priorities, preserving the professional core and preventing the loss of key competencies. During periods of economic turbulence, flexibility determines the organization's ability not only to maintain functional balance but also to create prerequisites for further development. Crisis management practice demonstrates that survival efficiency depends not on the scale of resources but on the dynamics of managerial decisions and the ability to transform personnel policy logic into a mechanism of strategic balancing.

The concept of flexible planning is based on three interrelated principles: variability of personnel strategies, mobility of competencies, and decentralization of managerial authority. Variability involves forming several scenarios for personnel development depending on the depth and duration of the crisis. Competency mobility ensures the rapid redistribution of

functions among employees, taking into account priority activity areas. Decentralization creates conditions for prompt decision-making by transferring managerial initiative to the level of functional units.

The practical implementation of flexible planning requires digital personnel management platforms that enable real-time tracking of personnel dynamics, recording changes in skill structure, productivity, and motivation. Such systems ensure feedback between strategic decisions and their practical implementation, reducing the time gap between planning and action. In a crisis economy, this forms adaptive synchronization of management processes and stabilizes personnel policy even under conditions of high uncertainty.

Flexible human resource planning is not a temporary measure but a form of strategic thinking that combines responsiveness with long-term consistency. It forms a management culture centered on the human being as the driving force of organizational renewal and the bearer of economic system resilience.

Strategic alignment of personnel management in a crisis economy relies on tools that combine analytical precision with flexibility in managerial actions. An enterprise operating under multi-level risk conditions requires a system that minimizes staffing errors and ensures coherence between human potential and strategic development priorities. Each personnel-related decision in such a system acquires a strategic dimension, becoming a factor in long-term business sustainability.

The functional foundation of this system consists of competency development models, digital analytical platforms, and mechanisms of strategic monitoring. The competency development model allows identification of key skills necessary for implementing strategic objectives and creates algorithms for their reproduction through training and internal personnel mobility. Digital analytical platforms integrate data on the personnel structure, form dynamic competency profiles, and provide management with tools for prompt adjustment of personnel policy. The strategic monitoring system tracks the effectiveness of managerial decisions, identifies turnover trends, motivation levels, and the degree of employees' innovative activity.

Strategic alignment tools must operate not in a fragmented manner but as an integrated analytical network in which information flows, management decisions, and personnel processes interact continuously. Such integration creates a self-regulation effect: the organization responds to deviations in a timely manner, adjusts behavioral and structural parameters of the system, and maintains a balance between stability and renewal.

The implementation of these tools forms the strategic logic of personnel management, where human resource policy becomes not an auxiliary function but a central element of corporate development. It defines the trajectory of the enterprise's adaptation, strengthens its analytical capacity, and transforms human capital into the foundation of institutional resilience.

Institutional influence on personnel policy in a crisis environment determines the framework within which a human resource management strategy is shaped. The interaction of governmental, corporate, and societal mechanisms creates a multi-level coordination system that ensures not only employment preservation but also the restoration of the country's labor potential. In the context of economic shocks and military challenges, personnel policy becomes a component of national security, as social stability and productivity depend on its consistency with institutional structures.

State employment policy acts as a fundamental factor in stabilizing the labor market during crises. Its toolkit includes retraining programs, support for small businesses, tax incentives for job preservation, and grant mechanisms for startup development. Such measures create an environment in which enterprises can flexibly adapt staffing decisions without mass layoffs, while employees retain their professional status and competitiveness. The state's regulatory framework establishes rules for remote employment, social insurance, and corporate responsibility, reducing uncertainty and maintaining trust in institutions.

Corporate culture in crisis conditions gains the status of an internal social contract between employer and employee. It forms the moral and psychological foundation of team stability, promotes mutual support, and increases employees' readiness for collective action. Companies that cultivate a culture of trust, partnership, and professional growth demonstrate higher resilience to external threats and recover productivity more quickly. Such a culture becomes a strategic asset that strengthens personnel policy and enhances the effectiveness of crisis management.

Corporate social responsibility completes the institutional triad of personnel policy. It encompasses support for veterans, assistance to local communities, the development of educational programs, and charitable initiatives. These directions expand the social space of the enterprise's activity, transforming it into an active participant in economic recovery processes. As a result, state policy, corporate culture, and social responsibility form an institutional matrix in which personnel policy functions as a system-forming factor of national resilience.

A synthesis of the study on personnel policy and strategic human resource management in a crisis environment demonstrates that their integration forms the foundation of organizational resilience and ensures an enterprise's ability to recover. The personnel management system ceases to be an auxiliary managerial instrument and becomes the strategic core that coordinates economic, social, and value-based processes. During periods of uncertainty, personnel policy performs a stabilizing function, maintaining productivity, innovativeness, and motivational cohesion within the workforce.

Strategic human resource planning in a crisis economy requires a rethinking of traditional management approaches. Its main goal is to create a system of proactive forecasting capable of shaping personnel decisions that account for the dynamics of risks and transformations in the external environment. This approach combines the analytical precision of economic models with a humanistic understanding of the value of labor, affirming the individual not as an object of management but as a bearer of institutional resilience and a source of innovative development.

A crisis environment demands a holistic architecture of human capital management, where personnel policy, strategic analysis, flexible planning, and digital technologies function as interrelated elements. Such an architecture ensures continuity of management processes, minimizes risks, preserves competency potential, and strengthens institutional trust. Within this system, human capital serves not as a variable cost but as a strategic asset that determines the competitiveness of enterprises and the economic stability of the state.

Thus, personnel policy focused on strategic planning forms a management model of recovery that combines decision-making rationality, response flexibility, and humanistic orientation. It embodies the concept of managerial stability, centered on the individual as the driving force of economic transformation, the bearer of national identity, and the guarantor of sustainable development.

#### Conclusions

The study's findings demonstrate that personnel policy and strategic human resource planning in a crisis environment function as a unified system for ensuring organizational resilience. Their integration creates a mechanism of proactive response to external challenges, forming institutional flexibility and maintaining dynamic equilibrium between economic rationality and social stability. Within this system, personnel policy serves as a strategic coordinator, combining analytical, managerial, and value-based foundations for enterprise development.

The success of human capital management under crisis conditions is determined by an organization's ability to synchronize strategic vision with operational capacity. Analytical forecasting tools, digital personnel monitoring technologies, and competency development models play a decisive role. They ensure the rational allocation of resources, minimize personnel risks, and maintain labor productivity even amid uncertainty. Such a management

system transforms personnel policy from an administrative procedure into a strategic resource of institutional resilience.

An important precondition for the effectiveness of personnel strategy is institutional interaction among the state, business, and society. State employment policy forms the regulatory foundation for labor market stability; corporate culture strengthens internal solidarity; and corporate social responsibility expands the sphere of public trust. Their combination creates a coherent environment in which personnel policy acquires the significance of an instrument of national security and economic recovery.

Therefore, strategically oriented personnel policy acts as a catalyst for socio-economic development. It directs the management system toward the rational use of human potential, ensures adaptation to crisis challenges, and forms the foundation for sustainable growth centered on the human being – the bearer of professional competence, innovative energy, and civic responsibility.

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