



**HIGHER SCHOOL OF SECURITY
AND ECONOMICS – PLOVDIV**

Conference

devoted to the

INTERNATIONAL HUMAN RESOURCES DAY

May 20, 2021

Proceedings of the Webinar

Plovdiv, 2021

© Конференция, посветена на Международния ден на човешките ресурси, 20 май 2021 г., Висше училище по сигурност и икономика – Пловдив, България

© Conference devoted to the International Human Resources Day on May 20, 2021, at Higher School of Security and Economics in Plovdiv, Bulgaria

© Issues HSSE – Plovdiv, Bulgaria, 2021

ISBN 978-619-7343-41-0



Higher School of Security and Economics –
Plovdiv, Bulgaria



**ST. ANDREWS
GEORGIAN
UNIVERSITY**

School of Business, Computing
and Social Sciences
„Saint Andrew“ Georgian
University, Tbilisi, Georgia

ISMA
ANNO 1994

University of Applied Sciences, Riga, Latvia



eCampus University, Milan, Lombardy, Italy



**INTERNATIONAL
SLAVIC
UNIVERSITY**
GAVRILO ROMANOVICH DERZHAVIN

ISU „G. R. Derzhavin“,
Sveti Nikole, Skopje,
North Macedonia

CONTENT

| | |
|---|----|
| Проф. д.п.н. Георги Манолов ОБРЪЩЕНИЕ КЪМ УЧАСТНИЦИТЕ В КОНФЕРЕНЦИЯТА | 7 |
| Prof. Georgi Manolov, DPS ADDRESS TO THE PARTICIPANTS IN THE CONFERENCE..... | 9 |
| Assoc. Prof. Valentin Vasilev, PhD Prof. Ivan Efremovski, PhD MODERN TRENDS IN HUMAN RESOURCES MANAGEMENT IN CRISIS CONDITIONS – AN IDEA OF A COMMON VISION | 11 |
| Assoc. Prof. Lyudmila Dikova, PhD INFORMATION SECURITY CHALLENGES FOR THE HUMAN RESOURCES..... | 18 |
| Prof. Nino Damenia, Assoc. Prof. Iza Gigauri TRENDS AND TENDENCIES IN HUMAN RESOURCE MANAGEMENT DURING THE PANDEMIC CRISIS IN GEORGIA..... | 29 |
| Assoc. Prof. Gabriela Krstevska HR MANAGEMENT CHALLENGES IN TIME OF PANDEMICS: BEFORE, DURING AND AFTER | 37 |
| Prof. Giorgio Anglani HUMAN RESOURCES AT THE TIME OF COVID-19 | 40 |

| | |
|------------------------------------|----|
| Dr. hist. Natalja Vorobjova | |
| DEAR COLLEAGUES..... | 43 |
| Ivaylo Spasov | |
| HR IN COVID-19 CRISIS | 44 |
| Mladen Mladenov, PhD | |
| THESIS | 46 |

УВАЖАЕМИ КОЛЕГИ,



За мен е удоволствие, че Висшето училище по сигурност и икономика за пореден път е домакин на инициатива, която ангажира обществената и академичната общност от няколко различни държави. В тази по различна от всякога година ние съумяхме да утвърдим позициите си и да укрепим международните си партньорства, а конференцията, посветена на Международния ден на човешките ресурси, е само едно от доказателствата за това.

Благодаря на всички колеги от чуждестранни университети, които са днес пред екраните си, за да вземат участие, и се радвам, че успяхме да се срещнем, макар и онлайн. Тук бързам да подчертая, че ще очакваме всички Вас на живо във ВУСИ веднага щом обстоятелствата го позволят, за да проведем заедно следващия ни съвместен проект, но този път очи в очи.

Секторът на човешките ресурси е един от многото, засегнати от COVID кризата, но той е и един от най-значимите, защото засяга управлението на хората по време на пандемия, което може да се окаже сериозно предизвикателство.

Уверен съм, че днешната среща ще е ползотворна, а представените трудове ще служат за пример и анализ дълго след като кризата отмине.

Благодаря и на представителите от обществения сектор, които са сред нас и ще ни запознаят с някои ценни

стратегии и съвети от практиката, защото именно те са изпитали най-пряко промените, които наложи кризата в сектора на човешките ресурси.

Давам началото на конференцията, посветена на Международния ден на човешките ресурси, и пожелавам ползотворна работа и здраве на всички колеги и общественици, които ще вземат участие.

Проф. д.п.н. Георги Манолов
Президент на ВУСИ – Пловдив, България

DEAR COLLEAGUES,



It is a great pleasure for me that the Higher School of Security and Economics is a host of initiative that engages the public and academic society from a various of countries. In that different than ever year we succeed to strengthen our positions and to grow our international partnerships. The conference, dedicated to the International HR Day is only one of the evidences for these.

I am thankful to all colleagues from foreign universities who are here online today to take part in this discussion and I am glad that we can meet each other, even online. Here I would like to say that all of you are welcome in the HSSE as soon as circumstances make it possible so we can create and proceed our next common project face to face.

The field of Human Recourses is one of many affected by COVID crisis, but it is one of the most important, too. HR sector affects people management in the terms of crisis, which could be a serious challenge.

I strongly believe that today's discussion will be helpful and the presented statements will be used for example and analysis a long time after the crisis over.

Thanks to the representatives of the public sector who are also here today and will tell us with some strategies and pieces of advice from the practice. As we all know they personally have felt the changes coming from the corona crisis in the field of Human Recourses.

I am announcing the beginning of the conference, dedicated to the International HR Day and wish you all success and health.

Prof. Georgi Manolov, DPS
President of HSSE – Plovdiv, Bulgaria

MODERN TRENDS IN HUMAN RESOURCES MANAGEMENT IN CRISIS CONDITIONS – AN IDEA OF A COMMON VISION



Assoc. Prof. Valentin Vasilev, PhD
*Higher School
of Security and Economics –
Plovdiv, Bulgaria*



Prof. Ivan Efremovski, PhD
*International Slavic
University – Sveti Nikole
Republic of Northern Macedonia*

INTRODUCTION

The use of new methods in the managing is an unbreakable part of the reforms in the modern organization. That represents main factor for the competitive ability of the administration opposite the business, which will answer the demands set by its side.

On the other hand the public administrations are more conservative towards the changes in their activity, there is a lack of initiative from the side of the work officials and a lack of flexibility in management of certain administrations because of the superior centralization.

Considering all given above and with a goal for enhancing the professionalism in organization, an adaptation and introducing of established European and world standards in human resources management by the use of established innovative methods and models. This relation in the management expectations can be achieved only with good symbiosis in the efforts of the universities and the research organizations as well as the public institutions.

The current economic crisis has put immense pressures on organisations to rethink their priorities and to cut costs and let go of many employees. Employees found their jobs, and in some cases, their livelihoods in danger almost overnight. Employees' bargaining power decreases as supply of labour increases and so many employees are working longer hours for fear of being made redundant. Thus, it is becoming increasingly blurred when work begins and where it ends. Unpredictable employee markets, tighter budgets, a demotivated and dissatisfied workforce put strains on effective delivery of HRM.

However, attracting and selecting the best candidates is neither an easy nor a cheap task. Recruitment and selection is a process where there are no one size fits all method and the process is subject to bias.

Once the decision is made on a candidate then the organisation is responsible for the candidate's fit within the organisational culture. A diverse workforce is an advantage for an organisation's competitiveness because employees from different backgrounds improve innovation, creativity and knowledge generation. However, careful HR planning and recruitment and selection processes are necessary to ensure the well-being of a new employee.

Will he/she be able to blend in? Will he/she feel accepted? Will existing members of staff accept the new comer?

MAJOR CHANGES COMING

- Gig Economy

- Virtual Collaboration
- Job Automation
- Big Data
- Green HRM

Changing either one of these variables from one degree to another reflects on the trust in the organization. We support Foster's and Kroitiz's thesis that „...the smaller the control over your own activity and the smaller the space for taking solutions is, the bigger the stress is and its consequences for the health are. The opposite conclusion states: „Freedom is not stressful! Whoever spreads his whole potential will not feel bad, but better!“.

The basic factors of the creation, the development and the support of personal trust are:

- ✓ sincerity, determined as honesty and loyalty;
- ✓ competence, determined as expert and personal knowledge and abilities, determined and demanded from the given work position;
- ✓ continuity, defined as reliability, foresight and excellent solutions in overcoming the given situations;
- ✓ loyalty, determined as desirable motives, desires, aim to protect and keep the relations with someone;
- ✓ clarity, as a personal attitude and desire to share the ideas and information's freely.

Deal Carnegie on the other hand, determines trust as the „fourth factor“ in effective managing, sorting it out to perfection, interaction and collegiality.

The supporting or the managing of trust requires personal rules or order:

The existence of an innovative system of stimulations, which will direct the high levels of trust, and it will upgrade the behavior related to trust and punish distrust.

Organizational structure which will support trustful environment

- ✓ The career development programs and the evaluation systems should be comprehensive and well thought
- ✓ Viewing of approaches and research methods of the motivational climate
- ✓ Elaboration and giving of management instruments with a special accent of the pro-social behavior, emotional intelligence etc.
- ✓ Implementation of programs for leadership skills

Our vision is aimed at developing the following areas of:

- Nature and objectives of the staff assessment system. It's a healing process. Basic requirements of the staff assessment system. Types of personnel evaluation systems. Performance management.
- Approaches and systems for training, qualification and development of human resources.
- Mentoring and coaching as modern training tools.
- Career management. Talent management in the organization.
- Motivational models. Characteristics and practical application. Develop a strategy to increase staff motivation. Motivational package. Remuneration management systems.
- Green HRM.
- Working relationships and socialization.
- Corporate social responsibility and human resources management.
- Managing conflicts and stress in the organization. „Burnout“ and „Boreout“ effects and their management in the organization.
- Quality management as a component of HRM.
- Audit and evaluation of the effectiveness of human resources management.
- The new paradigms in human resources management and development in the 21st century.

The impact of globalization has changed the nature of work and employment through digitalization. Globalization represents a breakthrough with the introduction of new knowledge, cutting cross countries boundaries and increasing digitalized advancement.

Technological advancement has improved the nature of work and the conditions of how this work are being carried out.

With ICT, organizations have increased their efficiency and productivity. One major way of work advancement is the adoption of virtual team which uses ICT tools to collaborate and share knowledge on a 24-hour basis (E. Ameh).

Along with the benefits of digitalization, there poses some challenges such as information workload, job loss and several other issues. Thus, it is pertinent that managers develop skills and attitudes to face these changes, and also supports the employees during this change period.

Our universities are leading the search for innovative solutions in the field of human resources management.

- We're setting up a leadership lab.
- We offer students a direct connection with practitioners from every area, as is today's conference.
- We are looking for ways to expand international cooperation.
- We are flexible in adapting curricula and programmes to the requirements of the environment.

What are we offering for our future works?

- To develop a practical book dedicated to the topics under consideration today.
- Be in English and be applicable in all five partner countries.
- To organize a student and PhD conference in autumn 2021 on these issues.

- To implement „hackathon“ with the participation of students and PhD students with appropriately selected practical tasks and the inclusion of new information and smart technology-oriented solutions.

Hackathon is a technology event to develop technology-related software projects, also known as hack day, hack fest or code fest. The hackathons most often combine competitive and collaborative character by forming teams and rewarding those who have distinguished as the best by different criteria. This allows the hackathons to attract people with different motivations to get involved. A typical duration is an event of 48 hours without interruption, but there are other options. In Bulgaria, similar competitions are held both on site in famous educational establishments and universities.

CONCLUSION

As Robin Stewart-Kotze and Chris Dann imply „The best people don't come out of the shell fully formed as the goddess Aphrodite“. First it is important for them to know how The Best is defined and how to express this behavior. But, there is no simple collection of best behaviors which suits everyone. In that relationship the seeking of inventive approach and methods in human resource management, comes the unique challenge before the researchers, scientists and practitioners.

A challenge, which will reflect to the development of society as a whole in a dynamic world filled with challenges!

References

1. **Schulze, J., S. Krumm.** (2017). The „virtual team player“: A review and initial model of knowledge, skills, abilities, and other characteristics for virtual collaboration. London, England: SAGE Publications. DOI: 10.1177/2041386616675522.
2. **Kuusisto, M.** (2017). Organizational effects of digitalization: A literature review. – In: *International Journal of Organization Theory*

- and Behavior, 20(3), p. 341-362. DOI: 10.1108/IJOTB-20-03-2017-B00.
3. **Lehdonvirta, V.** (2018). Flexibility in the gig economy: Managing time on three online piecework platforms. Wiley Subscription Services. DOI: 10.1111/ntwe.12102.
 4. **MCquay, L.** (2018). Will robots duplicate or surpass us? The impact of job automation on tasks, productivity, and work. Woodside: Addleton Academic Publishers. DOI: 10.22381/PIHRM6220189.
 5. **Ameh, E.** (2020). Analysis of shifting management and leadership roles in a digital age. PPP, Researchgate Resource.
 6. **Vasilev, V., Iv. Efremovski.** (2016). Human Resources Management and Organizational Trust. – In: VII международна конференция „Международен диалог – Изток – Запад“ (Право и политикология), Vol. 3, 7/2016, p. 207-213. Международен славянски университет „Гаврило Романович Державин“, „Свети Николе-Тамбов“, Битоля, Македонија. ISSN (print) 1857-9299; ISSN (online) 1857-9302. 35.085:005.96. [online]. <https://konferencii.msu.edu.mk/wp-content/uploads/Spisanie-7-konferentsija-PRAVO.pdf>.
 7. **Vasilev, V., Iv. Efremovski.** (2014). Organizational Culture and Motivation in Public Administration – a Relation of the Future in the Public Management. – In: *Knowledge*, International Journal, Scientific and applicative papers, Vol. 4, p. 102-106. Scopje, Macedonia: Institute of knowledge management. ISBN 978-608-65653-8-1. [online]. <https://ikm.mk/wp-content/uploads/2019/05/scientific-vol.4-pdf>.

INFORMATION SECURITY CHALLENGES FOR THE HUMAN RESOURCES



Assoc. Prof. Lyudmila Dikova, PhD

*Higher School of Security and Economics –
Plovdiv, Bulgaria*

***Keywords:** information security, network security, remote work*

Under the conditions of a pandemic and a sharp increase in the percentage of work with remote access, the issue of information security is increasingly relevant. Personal and professional life of people depends on the more security and quality of Internet connections and technologies used. The Internet connection provides not only a means of information, entertainment, or conversation with friends but also an opportunity for online training and work. In this context, the possibility of exchange of secure information becomes particularly relevant. When it comes to corporate information, customer data, credit cards, bank transactions, or for the transmission of confidential information between individuals, the main issue is the security of information.

The realization of the work from a distance is influenced both by the normative base and by the specific folk psychology of the country of work performance. Bulgarian folk psychology

has certain specifics whose roots can be found in the period 18-19 century. (Manolov, L. 2018; Manolov, L. 2020). Management methods and security threats in organizations also have certain specifics in the Bulgarian context (Dimitrova, S. 2016; Dimitrova, S. 2016 b; Nenkov, P. 2018; Nenkov, P. 2019).

Ensuring reliable Internet security is related to the maintenance of new and up-to-date hardware and software products as well as improving the digital skills of employees and customers of companies. It is no coincidence that many organizations (for example, bank institutions are constantly informing their clients about current threats to Internet users of their services).

Network security professionals in organizations strive to achieve as high as possible information security with their available hardware and software products. Each organization itself defines its adequate security level, considering the nature of the activity exercised, the volume of client data working, staff access levels, etc. As 100% security does not exist, information security professionals seek to minimize the scales to a minimum by creating a risk management plan and appropriate safeguards from potential information security threats. Building security policy in organizations is fundamental activity from realizing real protection information in organizations. Information security professionals use different means of securing the IT security that help reduce the vulnerability of the network, such as: firewall (Firewall), end device security, regular valuation of the overall network vulnerability (audits), systems for Authentication, authorization and accountability, networking detection systems and others.

Particular attention is paid not only to the technologies and protocols used, but also the human factor – namely hazards of incorrectly configured firewalls, too easy or shared access passwords, programming errors that can decline the system when entering an unexpected entrance variable and multiple others.

Therefore, in the network security approach, it is important to consider its systemic nature, not just technical and characteristics. Information security is provided by the creation and implementation of certain security policies and not from any collection of technological solutions.

Finding a remote work and the realization of activity through remote form poses several challenges for the worker, especially with regard to real working opportunities in a virtual office where the worker will be able to benefit from all rights and benefits of workers in traditional office spaces. The remote work itself places certain difficulties in front of the worker who is deprived of the incentives inherent in the traditional office inventory to detain attention to work, the natural working atmosphere provided by the employer and maintained by the example of colleagues who also work with fixed time.

The review of recommendations on how to increase the efficiency of remote work leads to the summarization of basic actions and rules that improve the conditions for high-efficiency work from home.

Workwear (Gausepohl 2017) – Carrying separate clothes (no matter business clothing or plain clothes) helps to separate the time and attention of business time from rest and personal deeds.

- Division area (Stanger 2012; Curtis 2013; Gausepohl 2017) – Separating a special place to work, the same every day, with the appropriate technique and materials helps to reduce the distraction if each time you need to choose a new location To work, connect the technique, rearrange furniture, improves the concentration in performing official actions, physically creates family and friends boundaries who know that if the employee has separated into his work area, he should not be worried.

- Office equipment resembling a real office (Stanger 2012; Curtis 2013) – the availability of all the necessary equipment in

a proper and functioning state is a prerequisite for effective remote work and saves time and distractions. If the employee must constantly look for where to perform an hour from working with a specific technique (eg scanning/printing pages, including an additional camera, using a paper cutting machine, etc.) will lose a very large part of the working hours and that will affected the performance but also his mood.

- Noise-proof headphones (Curtis 2013) – some of the employees who worked in open office spaces highlighted that they first used this trick, and this was an indispensable assistant to concentrate in the presence of distracting noises.

- Fixed working hours (Curtis 2013; O'hara 2014; Stanger 2012) – compliance with accurately working hours (or option from – to, or floating time, but with fixed duration) helps not only good concentration and efficiency but also for good communication with colleagues and partners who know when they can work together on projects.

- Detailed calendar (Curtis 2013) – The exact recording of all personal and business commitments helps optimize time and results. Modern ICT applications enable the use of several instruments such as reminders, alarms, return to past commitments, creating a permanent schedule in a future period, etc. who help plan and achieve personal and professional purposes.

- Organization (Stanger 2012; Curtis 2013) – Maintaining physical and psychological order in performing the tasks assigned to achieve high quality results.

- Planning (Curtis 2013) – Distance work planning your own business day is usually the responsibility of the worker itself and is particularly important for both its work and efficient communication with colleagues, business partners and customers.

Peaks (more efficient in the morning or evening) and ways to deal with fatigue (short sleep, sports, toning drinks, etc.).

- Nutrition and Sleep Mode (Rampton 2015) – Compliance with regular dining and sleep mode even differs from other employees or family (for example, when working with partners from other time zones, etc.) helps to achieve performance efficiency.

- Communication with colleagues (Curtis 2013; O'hara 2014; Rampton 2015; Gausepohl 2017) – Keeping the good tone in communicating with colleagues and partners, maintaining regular communication on work issues, visiting office events If possible, help realization in the framework of the enterprise.

- Applications for asynchronous document exchange (Curtis 2013) – Cloud platforms allow teams to work in asynchronous environment and achieve quality of work, exchange of ideas and more.

- Exclusion from Business (Stanger 2012; Gausepohl 2017) – When the physical space for work and rest matches, the possibilities for completely exiting working mode and passing to rest mode are hampered and there is a danger of over-entering business problems in the worker's privacy, as well as from excessive identification of the worker with the enterprise for which it works. This leads in a long run to too high levels of stress and worsening of work.

Time to switch from working attitude to rest mode (Stanger 2012; Gausepohl 2017) – Separating time or creation of ritual (change of work clothes with leisure time, etc.) to accompany the end of working hours help to creating a border between the worker's personal and professional life.

- Links to other home (Stanger 2012) – Specific working conditions related to remote work other than working in traditional office spaces – this type of employment gives a certain freedom but sets several challenges related to the most Already with efficiency and productivity that can be shared and discussed mostly with other home workers.

- Socialization time (Stanger 2012; Curtis 2013) – When working from home, the danger of insulation of the individual

(especially when working in a different time zone or outside the official business days) is greater than traditional office spaces. Maintaining active social ties with family, friends, and colleagues in the real world (not only in virtual) help to fully develop personality, maintain personal and professional motivation and better quality of life.

- Regular workouts and sports. According to M. Margaritov (2013), „the presence of a certain dose of movement activates metabolism and one of the factors of human health“. On this basis, it is advisable to work in a virtual office regularly to spend time sports and especially for group sports, which contribute to socialization.

Larry Alton (Alton 2017), which looks at changes in America and writes as freelancer for Forbes, formulates the following productivity threats for remote work:

- Lazy - at home humans are the most lazy, easy to adhere, have no incentives to observe a schedule.
- Distracting - the availability of many diverse distractors such as television, family, home duties and more.
- Accountability - the lack of external corrective from colleagues and managers leads to a lack of incentives to comply with professional appearance and professional behavior.

The author (Alton 2017) formulates as a counterpoint major benefits of remote work that can lead to better efficiency.

- Optimal time distribution - some people are more productive in the morning, other evening.
- Reasonable distractions - the ability to combine personal and professional priorities (for example, a working parent can worry about your child's health throughout the day, which affects its presentation).
- Communication optimization - in the office people can talk to each other both in professional and personal matters and dissipate each other. While this can be socially stimulating and effective for rapid solving problems, it can lead to mass dissipation. When people do not communicate face-to-face but by

means of aids (phone, video/audio connection, email, etc.) less scattering of communications and everyone is forced to limit their conversations to what is needed to move things. This could save every worker hours every week.

- Good environment – people feel more comfortable in the middle they choose. Whether they work from home, restaurant or café, the remote workplace can have a huge performance boost.

Personal Author Exploration for January 2017 – March 2017 Through in-depth semi-structured interviews with seventy-three civil servants tracked the trends of the privacy policies applied to civil servants. Respondents occupy different positions (employees, experts, managers, etc.) in various spheres of the public sector (schools, hospitals, police forces, etc.).

By qualitative analysis (qualitative analysis of the content of the interview, we outlined how civil servants perceive the challenges related to the maintenance of the Facebook profile and the public sphere. The data was encrypted and analyzed using Computer software atlas. Respondents were informed of the examination and participated voluntarily without any form of remuneration or other compensation. The age range of respondents is 24 – 54 years old, the average age – 32 years. The gender distribution of respondents is as follows: 31 men and 42 women. Women respondents predominate as they showed a larger inclination to participate in the study.

All respondents have active Facebook profiles during interviews. Most of the respondents (N = 56) originally created Facebook profiles to communicate with family and friends, as opposed to 17 who claim to create their profiles for professional connection. All respondents include professional acquaintances in their friends list. Some users have created a Facebook profile with abbreviated form of their name (e.g., instead of „Ivan Petrov“ – „Iv Petrov“) or with a false name (IP instead of Maria Petrova – „Maria Mouse“) in order not to find them Random

acquaintances on the Web and want them to make friendship in Facebook.

Considering that the public, their colleagues or managers can monitor their Facebook profiles, 89% of respondents have limited access profiles (you must be in their friends list to see what they publish, and 53% of respondents They use privacy settings from their profiles so they can understand what can be seen on their profile. 72% of them have divided their friends in Facebook of certain groups and manage which information can be shared with which group. 61% of respondents tell how they saw a publication of their colleague in Facebook with photos of recreational activities while mentioned colleague had to be on sick leave or work.

Only 12% of respondents, two of whom occupy managerial positions believe they must maintain a certain type of image of their profiles corresponding to their positions in the public sphere. About one third (37%) of respondents believe that their positions in public administration are very insignificant and do not associate their personal image with the institution they work in. The other respondents have no opinion on the matter.

On security considerations 28% of respondents, five of which are police officers, express concerns about the security of their profiles and the information shared. These concerns are related to the exchange of information related to trips, everyday life, pictures of their children, information about their financial condition, and so on. More than half (63%) of respondents do not feel comfortable to share their political affiliation in Facebook or participate in political debates, although 46% of respondents reported that they showed Facebook support in relation to tangible social problems, resolving local Community problems, charity campaigns, etc. Very small part (9%) of respondents are proud of their political affiliation and show it on Facebook profiles. More than half (65%) of respondents share in their news profiles with local or national importance, while only 17% share news published by or in their employer.

All respondents are part of at least one Facebook group, with 32% of respondents being part of a political group or a socially responsible group.

Data from this study directs to shaping summaries for typing the activities of different communities in this social network. Facebook groups are useful tools to inform people about offline and online activities, meetings, and place to discuss future action. Facebook groups are also known in the time of political campaigns before the election. Their meaning seriously decreases between the elections.

Respondents are awareness of security threats related to social networking activities and, to varying degrees, absorb personal and technological means to curb possible negative results. Consumers need to focus more not only on the technical limitation of the exchange of information but also on a better personal judgment about the nature and volume of shared information. Facebook intensity activities are actively monitored by employers and colleagues and can be seen as an indicator of low efficiency or irresponsible personality.

CONCLUSION

At work with remote access, particular attention is paid to the technologies, protocols for protection and the human factor. The approach to network security is important to take into account its systemic nature, not just technical and characteristics. Information security is provided by the creation and implementation of certain security policies and not from any collection of technological solutions. People in organizations must undergo regular training both to improve and update their digital skills as well as on current information security trends.

References

1. **Alton, L.** (2017). Are Remote Workers More Productive Than In-Office Workers? – In: *Forbes*. [online]. [retrieved on 20.10.2017].

- <https://www.forbes.com/sites/larryalton/2017/03/07/are-remote-workers-more-productive-than-in-office-workers/#251b0d8131f6>
2. **Curtis, J.** (2013). 14 Tips to Increase Productivity & Avoid Distractions When Working at Home. [online]. <https://www.monycrashers.com/tips-increase-productivity-avoid-distractions-working-home/>
 3. **Dimitrova, Snezhana.** (2016a). Education – a factor for our national security. – In: *Yearbook of HSSE, Plovdiv, Vol. 13, 2016*, p. 55-58.
 4. **Dimitrova, Snezhana.** (2016b). Influence of the external environment on the management of the organization. – In: *International Scientific Conference „Contemporary Threats to the Security of Europe“*, 15.04.2016, Plovdiv, VUSI Publishing House, p. 462-472. ISBN 978-954-92776-0-9.
 5. **Gausepohl, S.** (2017). 7 Ways to Improve Work-Life Balance When You Work at Home. [online]. <https://www.businessnews-daily.com/7712-work-life-balance-home-entrepreneurs.html>
 6. **Manolov, L.** (2020). The ideas of Sofroniy Vrachanski for the construction of the future Bulgarian state and its national security (from the end of the 18th century and the beginning of the 19th century). – In: *Politics and Security magazine, VUSI Publishing House, issue 1, 2020*, p. 33-47.
 7. **Manolov, L.** (2018). Social and ideological foundations of the early Bulgarian nationalism from the end of the 18th and the beginning of the 19th century. – In: *Politics and Security magazine, VUSI Publishing House, issue 1, 2018*, p. 57-81.
 8. **Margaritov, M.** (2013). Theoretical problems of hippodynamia and stress. Sat. – In: *Contemporary problems of physical education and sports. Plovdiv: Paisii Hilendarski, 2013, pc. 2, p. 49-53.* ISBN 978-954-423-906-0.
 9. **Nenkov, Petar.** (2019). Aspects and problems in the education of students in the professional field „National Security“ in VUSI – Plovdiv. – In: *Proceedings of the Jubilee International Scientific Conference on „50 years of higher education at the Academy of the Ministry of Interior“*, Sofia, 3-4 .10. 2019, Vol. 2.

10. **Nenkov, Petar.** (2018). The Militarization of Space-Threat to the Peace of the Planet and the Existence of the Planet and the Existence of Human Civilization. – In: *Yearbook of VUSI – Plovdiv*, Vol. 15, 2018, p. 44-50. ISSN 2367-8798.
11. **O'Hara, C.** (2014). 5 Ways to Work from Home More Effectively. [online]. <https://hbr.org/2014/10/5-ways-to-work-from-home-more-effectively>
12. **Rampton, J.** (2015). 9 Practices at Home and Work That Increase Productivity. [online]. <https://www.entrepreneur.com/article/245412>
13. **Rice, T.** (2010). Online Work Scams: 7 Red Flags to Save Time & Money. [online]. <https://www.upwork.com/blog/2010/08/online-work-scams-7-red-flags-to-save-time-money/>
14. **Stanger, M.** (2012). 10 Tips for Working Effectively at Home. [online]. <http://www.businessinsider.com/how-to-be-more-productive-working-from-home-2012-9>
15. **Stoilov, E.** Design of corporate networks. Part II. Layer Optimization 2. 2014.
16. **Stoilov, E.** Multi-protocol label switching technology (MPLS). 2012.
17. **Stoilov, E.** Network security management. Intruder detection systems. 2011.

TRENDS AND TENDENCIES IN HUMAN RESOURCE MANAGEMENT DURING THE PANDEMIC CRISIS IN GEORGIA



Assoc. Prof. Iza Gigauri
i.gigauri@sangu.edu.ge



Prof. Nino Damenia, Deputy Dean
n.damenia@sangu.edu.ge

*School of Business, Computing and Social Sciences,
Saint Andrew Georgian University, Tbilisi, Georgia*

ABSTRACT

First of all, we would like to congratulate on International vHR day to all human resource professionals as well as academics and researchers working on HRM issues.

Indeed it is important to celebrate HR as a profession, the work that HR professionals are doing, and their positive contribution to individuals, organizations on a national and international scale.

The presented research is a brief summary of the previous studies that were carried out in two parts: Expert Study and the Survey, in 2020, and the research results have been

published. The research aimed at analyzing the role of HR management during the pandemic crisis in Georgia.

INTRODUCTION

Extraordinary changes have occurred in all types of organizations since the global pandemic. The purpose of the study was to explore the impact of the pandemic on HR Management, employee wellbeing, organizations' crisis response, and the role of HR professionals in adapting to the new reality.

The research analyzed challenges HRM has been facing in terms of remote working and outlined how HR managers supported employees, and whether top management has a strategic focus on employee wellbeing.

The governmental lockdown regulations, aimed to avoid the spread of the virus, disrupted business continuity, leading to the dismissal, or reduction of the workforce. It enforced the digital transformation of business and society. HR Management has found itself in the center of this transition to manage people during the crisis, and to help organizations navigate the uncertainties.

Employees' overall wellbeing has been also affected, as they have been struggling to adapt to the New Normal. The pandemic has increased stress among employees who need to cope with the fear of unemployment, and deal with quick changes in society. HRM has to care more for work-life balance, satisfaction, and motivation, to conquer isolation, and encourage relations with employees.

Today's unusual time, each business has its own challenges, but they have one common feature: their success depends on their employees. The pandemic affected working routines, working places, and working relations. Thus, HR managers can play a key role, in organizations' efforts to operate through crisis, as they can innovate with work schedules, assignments, and communication by allowing flextime opportunities, and creativity to their employees. In this respect, team

spirit, and collaborative organizational culture need to be encouraged.

EXPERT RESEARCH RESULTS

Expert interviews were conducted with HR experts in Georgia. The Study Results show that the main difficulties companies have to deal with were suspended operations or business closure as well as financial problems because businesses were not prepared for such uncertainties (*Table 1*).

Table 1. Challenges Caused by the Pandemic

| Challenges to organisations | Challenges to Employees | Challenges to HRM |
|---|---|---|
| <ul style="list-style-type: none"> ▪ Corporate Brand/Image ▪ Organisational Culture/Organisational values ▪ Uncertainty/Crisis Management ▪ Business closure/Suspended operations ▪ Regulations/Imposed Fines ▪ Financial difficulties ▪ Flexibility ▪ Digitalisation | <ul style="list-style-type: none"> ▪ Stress ▪ Unemployment ▪ Unpaid leave ▪ Adaptability to remote working ▪ Lack of Knowledge in Online tools | <ul style="list-style-type: none"> ▪ Managing panic ▪ Avoiding dismissals ▪ Retaining employees ▪ Remote/online Management ▪ Lack of Knowledge in Technologies ▪ Lack of crisis Management skills and knowledge ▪ New safety regulations |

The experts stated that employee stress, fear, and anxiety increased. The workforce needed to adapt to digital processes and therefore, upgrade their skills. The Experts emphasized

that HR professionals need more knowledge in crisis management.

The main challenge for HR managers was a lack of knowledge in new technologies, as they needed to manage people online while monitoring employees' job performance. Jobs will be significantly transformed. Therefore, both the companies and the workforce need to obtain more technological knowledge; they must be flexible and prepare for future uncertainties.

Another key challenge is the ability of HR professionals to manage remotely. Previously, many processes and works have been done on paper, and management was interpreted as control and monitoring of employees. During the remote working, those old approaches have been questioned, and requirements towards new procedures emerged. Yet neither HRM nor HR professionals nor employees have been ready for developing and introducing novel management systems in Georgia. For example, many HR specialists were not willing to conduct training sessions through the Internet and postponed those activities.

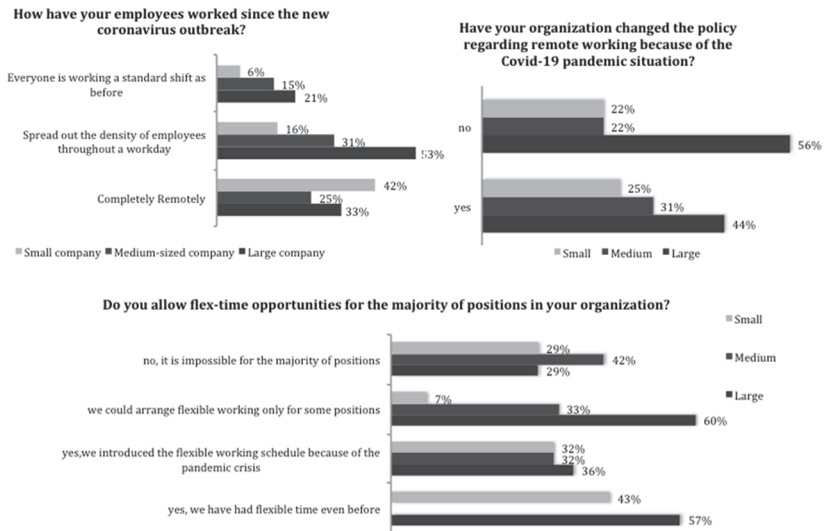
The experts believe that HRM carries out an obvious commitment to companies' success and employees' wellbeing.

THE SURVEY RESULTS

The Survey, in which Georgian HR managers were participated, found out that the main focus of HR activities was on employee health and safety. The research findings demonstrated the significance of personnel development programs to keep up the spirit, and motivation of the workforce. Furthermore, a strategic focus on employee wellbeing is important for performance, and hence, top management supported HR initiatives to improve employees' emotional experience during the pandemic.

The crisis has caused the transition to online working. Many small companies went completely remotely while large companies have arranged the workplace in such a way to hinder the density of employees throughout a workday (Figure 1). As a result, the majority of the organizations have introduced a flexible working schedule. Consequently, organizations in Georgia had to change the policy to allow remote working. It should be noted that some large and small companies allowed flexible working even before the pandemic.

Figure 1. Changes in Organizational Work due to the Pandemic



To the statements regarding employee wellbeing, the managers agreed that they studied the feelings and needs of the employees (Figure 2). For this reason, they have initiated projects to improve home office spaces of the employees and to improve their working in general. The respondents indicated that they helped to improve relations with employees,

initiated various projects to help employees to adapt, and created an agreeable atmosphere with a focus on organizational values and culture.

Figure 2. HRM Concern for Employee Wellbeing during the Pandemic



The support to HR managers from the top management was vital. The respondents stated that the top management of their organizations completely supported employees, and encouraged HRM practice to improve employees’ emotional experience (Figure 3). The majority of the companies have considered HR practice, being a strategic focus area during the pandemic as it was before the crisis.

Employees needed to have support from their companies to meet their duties at home during the lockdown, especially when schools were closed, and parents had to help their children in online lessons. Georgian HR managers said that they studied employees' feelings, and launched projects to improve working conditions.

Figure 3. Strategic HRM



CONCLUSION

To conclude, the research has indicated that HR management needs to develop new policies to allow the workforce to choose the work mode, given that some employees prefer to keep working from home while others strive to return to offices.

The study results demonstrate the importance of organizational culture and support in different ways during the crisis. Therefore, HR managers are encouraged to apply strategies to successfully overcome current problems.

Digital transformation has caused difficulties for employees not only in terms of adapting quickly to the new working routine. Job requirements filled the private space that has been previously reserved for personal life. Consequently, companies need to care more for employee work-life balance, and motivation.

Finally, HR management makes a significant contribution by introducing online processes, by training employees not only in skills required for performing current jobs but also for the future, in case the circumstances change.

References

1. **Gigauri, I.** (2020). Effects of Covid-19 on Human Resource Management from the Perspective of Digitalization and Work-life Balance. – In: *International Journal of Innovative Technologies in Economy*, 4 (31). Scholarly Publisher RS Global. [online]. https://doi.org/10.31435/rsglobal_ijite/30092020/7148
2. **Gigauri, I.** (2020). Influence of Covid-19 Crisis on Human Resource Management and Companies' Response: The Expert Study. – In: *International Journal of Management Science and Business Administration*, 6 (6): 15-24. Research Leap Publishing. [online]. <http://dx.doi.org/10.18775/ijmsba.1849-5664-5419.2014.66.1002>
3. **Gigauri, I.** (2020). Challenges HR Managers Facing due to COVID-19 and Overcoming Strategies: Perspectives from Georgia. – In: *ABR Archives of Business Research*, 8 (11): 1-18. [online]. <https://doi.org/10.14738/abr.811.9313>
4. **Gigauri, I.** (2020). Implications of COVID-19 for Human Resource Management. – In: *SSRG International Journal of Economics and Management Studies* 7(11): 25-33. DOI: 10.14445/23939125/IJEMS-V7I11P104.
5. **Gigauri, I.** (2020). Organizational Support to HRM in Times of the COVID-19 Pandemic Crisis. – In: *European Journal of Marketing and Economics*, 3(3): 36-48. Euser Publishing. ISSN 2601-8667. [online]. <http://journals.euser.org/index.php/ejme/article/view/4858>
6. **Gigauri, I.** (2020). Remote Working Concerns During the Covid-19 Pandemic. – In: *International Journal of Social Science and Economic Research*, 5(10), 2803-2818. [online]. <https://doi.org/10.46609/IJSSER.2020.v05i10.005>

HR MANAGEMENT CHALLENGES IN TIME OF PANDEMICS: BEFORE, DURING AND AFTER



Assoc. Prof. Gabriela Krstevska
*Faculty of economy at ISU „G. R. Derzhavin“,
Sveti Nikole, Skopje*

The today's exponential growth of science, in all spheres of modern life, is a big challenge for every person, in order to find a way to follow these changes. The belief in the economy, politics, leading elites, in the media is probably at the lowest possible level, not only nationally and regionally, but also globally. Each stakeholder can give negative reviews and comments about an organization, by using different communication channels. In such difficult and challenging business conditions, the usual methods and theories of management do not work best at all levels of cooperation and action. The reason for this, probably, lies in the fact that while the world is changing rapidly, management as a science fails to follow in parallel, the steps of all the changes and processes caused by globalization.

The pandemic we face is questioning traditional ways of working and managing - managers are wondering how to behave in times of crisis. At a time when the corona pandemic

and the crisis it brought with it are still not over, some organizations are struggling with the idea to reopen the doors of their offices. Wherever possible, governments advocate the concept of working from home.

Many organizations and their management have resisted and had big doubts in the time before Corona to introduce new concepts, the new form of work, known internationally as „New work“. But as much as it seemed, as unattainable and unacceptable (by some managers and employees even with resistance) this concept has been shown to have a positive effect on productivity, employee satisfaction, and engagement of employees, as well as their fluctuation.

Despite the unpreparedness of the management, the pandemic still forced many of them to accept at least part of the New work approach, i.e. the concept of Home office. For many managers, it was unthinkable to allow their employees to do their job independently, outside the office or workplace, without strict oversight of the work, while keeping employees productive.

Management should also be aware of the fact that some employees are able to be productive at home and to finish their tasks at a high level, but there are those who without strong leadership simply feel lost. Different characteristics are expressed now like: specialist knowledge and expertise, the possibility of independent work, but in the conditions of the pandemic, there is one characteristic is especially pronounced in some employees and that is the high degree of internal (self) motivation of employees, which did not come in such a great expression in the operating conditions we were been using before the corona crisis.

Many employees around the world work from home in Home office. One of the results of this way of working will be a future re-examination of the organizations what kind of work should be realized in cooperation with others, in collab-

oration or what kind of work can/should be performed individually, synchronized or a-synchronized, and for the end which type of work will require people in organizations to work physically together and which not.

HUMAN RESOURCES AT THE TIME OF COVID-19



Prof. Giorgio Anglani
eCampus University, Italy

The Pandemic meant for companies, in terms of management and human resources, to face a constantly evolving regulatory framework: new regulations (so-called Prime Minister Decree) have been and are introduced, in fact, at close intervals so as to make it difficult implementation of the same by the Human Resources functions, called to translate them into organizational processes and procedures which, after a test phase, must mark the normality of day after day.

If we think of issues such as those concerning the responsibilities of the employer in terms of serological tests of an employee, leave and allowance for parents, quarantine and sickness for employees, remote work, layoffs, etc. we face plenty of problems that necessarily require a surplus of energy/technology to be properly managed. The keywords are obviously flexibility and proactivity.

Our University promptly reacted to this situation in accordance with a specific telematic connotation. We immediately applied remote working, which has now become a common practice in many companies, and we are working to identify, for the near future, the right balance between being in the office and working remotely. But, as complex as the situation is, this paradigm-shift certainly represents an opportunity to reinvent our way of working, considering both technological and human factors.

This new challenge did not find our University unprepared: eCampus University is one of the most leading online universities in Italy, it has over 70,000 students and a number of courses in constant growth, to face the challenges that the pandemic is posing us. Human Resources and Management were the first to change their way of working and interacting with employees and coworkers, the goal, we set ourselves from the beginning, was to allow the use of services to all our students comfortably from home (online exams, laboratories, online classes, etc.)

We managed the organization of employees during lockdown periods and we organized their access to company facilities, in compliance with health regulations, guaranteeing safety in the workplace, tracing the overall epidemiological situation through periodic serological tests, also in order to identify possible contacts and to proceed with the quarantine of the potential infected.

At the same time, we also measured the degree of effectiveness and efficiency, the performance of individual workers, through our usual monitoring systems which were obviously implemented for the occasion.

These are all additional activities that have been added to HR's usual tasks, and which demonstrate that the efficiency of human resources and the fluidity of the services offered to employees are essentially based on available data.

Naturally, the development of the new corporate ecosystem will have the target of managing the transition towards an era, the post-Covid one, which structurally cannot be simply a return to the pre-Covid situation, but must be configured as a „new normal“, that is, an era that has as its specific implication that of constant change, within which it will be impossible to proceed according to crystallized and pre-established models.

In summary, this period for most workers could represent an opportunity to acquire, for example, new skills more quickly, obtain career advancement, or opt for a re-shaping of the career path and, why not, code new figures and job functions.

We believe that an evolution of the entire working system is necessary putting at the center of the processes the ability to trace, consolidate and exploit all the information available in order to list up a safe „return to work“ and allow managers in the company to measure risks for both employees and the business.

Human resources had to show unprecedented capacity for change to modify processes for a protracted health crisis, for which no one was prepared. In the future, HR teams will have to cultivate this ability to adapt, to deal with any other emergencies or simply to better respond to new social and technological scenarios and, finally, to support Governance in the management of unstable economic contexts better.

DEAR COLLEAGUES,



It is a great pleasure for me to be part of such a conference, hosted by our partners from the HSSE. The human resources sector has changed dramatically during the pandemic and it is really crucial to talk about it and to exchange experience and good practices.

On the behalf of ISMA I want to greet the management of the HSSE for this project and I express my sincerely faith that soon we would be able to see each other face to face. I am sorry that we couldn't participate in the conference with a study, but I am looking forward for our next common initiative when definitely ISMA will involve.

Thank you!

Dr. hist. Natalja Vorobjova
ISMA Vice-president, Riga, Latvia

HR IN COVID-19 CRISIS

Ivaylo Spasov

*HR and administrative assistant in the Regional TV center
in Plovdiv of the Bulgarian national television*

The most important thing I have discovered during this crisis was the existence of a new (higher) level of trust between employer and employees.

To be a constant source of true and confirmed information is the very base role of the Bulgarian national television. And that function had to be kept.

Our work is not in a stable environment, not in a static team or office, but with many meetings a day with different people. Our colleagues – the reporters, the camera operators and technicians had to go in the most dangerous places like hospitals and cities with many COVID-19 cases. Some simple tasks became big issues: how to keep healthy three people in the same car during a travel for example.

So, our colleagues had to be well protected and informed about the risks. I think we did that well. I hope they had felt the true support from their employer. I am sure that this new level of trust also made them braver while doing their job.

Our administration staff is small, and we did not have the luxury to lose any workforce there. We knew that searching new employees in that period was also a risky task. So, we were prepared to work remotely with the help of some previously integrated cloud technologies.

Another issue during the pandemic was to work effectively with kids at home. They had their needs all the time. As

parents we had to help them to solve mathematical problems or to write essays even we had to do a lot of office work. So, the most interesting thing for me in the future will be the development of the right home office which is also a good classroom for our kids.

THESIS

Dr. Mladen Mladenov, PhD

MPS, LL.M, MPF, MSM, Attorney-at-Law

I hold that in the contemporary world many of characteristics of Human Resource Management might be considered as an anachronism from the past industrial era. In fact, we already are even not in the modernity, but in post-modernity. Such characteristics of legal relationships, related to labor, as working time and working place, must be deeply rethought. The reality shows us, that they not only might be absent, but in some cases even it is not useful to put accent on them. I am convinced, that the current reasonable legislator has to create new legal framework, in which all the kinds legal relationships to be directed to the result from the labor activity, but not to quantitative meters for engagements – such as working place and working time. The main problem of the managers is in the bad communications with the workers and the employees, indeed. Onto this exactly must pay attention as the specialists in the field of Human Recourse, as well as the legislator itself.

**IGNORAMUS - DOCEBIT NOS - DE TE FABULA
NARRATUR**

КОНФЕРЕНЦИЯ,

посветена на Международния ден на човешките ресурси, 20 май 2021 г.
Висше училище по сигурност и икономика – Пловдив, България

CONFERENCE

devoted to the International Human Resources Day on May 20, 2021
at Higher School of Security and Economics – Plovdiv, Bulgaria

Bulgarian, First edition

Prepress Kamelia Aleksieva
Corrections Kamelia Aleksieva
Cover Mariana Elenova
Issues HSSE – Plovdiv

Publishing house • Digital printing works • Ad Studio
e-mail: pechatnica@vusi.bg; tel.: +359 884 557 841 ; +359 882 392 740

ISBN 978-619-7343-41-0

Plovdiv, Bulgaria, 2021