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## IMPACT OF COVID-19 ON HUMAN RESOURCES IN SMALL AND MEDIUM ENTERPRISES: THE CASE OF N. MACEDONIA

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**Abstract:** The current situation in the global environment caused by the impact of the Covid-19 virus indicates a number of problems faced by small and medium enterprises, caused by the consequences of the global health crisis and the pronounced changes related to human resources (firing employees, part-time work, non extension of the employment contract etc.) of the working age population.

It is an indisputable fact that SMEs are drivers of inclusive economic growth and drivers in creating productive and sustainable jobs.

Modern and dynamic working conditions are a challenge for SMEs and force the management to introduce significant changes in order to quickly adapt to variation in the environment and maintain business activity. The development of SMEs is related with human resources as a carrier and driving force of economic development in an economy.

Therefore, the subject of this paper focuses on perceiving the impact of the Covid-19 virus on human resources in SMEs in terms of modern operating trends and pronounced globalization processes. In the practical part of the paper, an empirical research will be conducted on the impact of the Covid-19 virus on management decision-making related with employees.

The results obtained from the guided research confirm the basic hypotheses: Under the influence of the Covid-19 virus, the way of operation of the companies is changing; The impact of the Covid-19 virus contributes to the reduction of the number of employees in SMEs and the third hypotheses- Management of the enterprises doesn't inform the employees about the reasons for firing.

Based on the obtained results, in the conclusion of the paper will be proposed guidelines for the development of SMEs by retaining existing employees and improving human resources in order to better position the market in a crisis caused by the Covid-19 virus.

**Keywords:** management, human resources, Covid-19, crisis, decisions

## ВЛИЈАНИЕТО НА КОВИД-19 ВРЗ ЧОВЕЧКИТЕ РЕСУРСИ ВО МАЛИ И СРЕДНИ ПРЕТПРИЈАТИЈА: СЛУЧАЈ НА С. МАКЕДОНИЈА

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**Резиме:** Тековните состојби во глобалното окружување предизвикани од влијанието на вирусот Ковид-19 укажуваат на бројни проблеми со коишто се соочуваат малите и средни претпријатија, предизвикани од последиците на глобалната здравствена криза и изразените движења поврзани со човечките ресурси (отпуштање од работа, работа со скратено работно време, не продолжување на договорот за работа и сл.) на работоспособното население.

Неспорен е фактот дека малите и средни претпријатија се двигатели на инклузивниот економски раст и носители во создавањето на продуктивни и одржливи работни места. Современите и динамични услови за работење претставуваат предизвик за малите и средни претпријатија и го принудуваат менаџментот да

- ✓ 57% од отпуштените вработени не биле информирани за причините за откажување на договорот за вработување.

## 6. ЗАКЛУЧОК

Глобализационите процеси во денешно време претставуваат едно од најбитните прашања на функционирањето на светската економија. Паралелно со неа, се отвараат огромен број прашања во врска со функционирањето на претпријатијата и обезбедување на нивно ефективно и ефикасно работење. Освен глобализациските процеси, појавата и ширењето на вирусот Ковид-19 предизвикува значајни промени во работењето на претпријатијата, не само на локално туку и на глобално, светско ниво. Влијанието и ширењето на вирусот Ковид-19 наметнува ограничувања и посебни правила за работа кои неминовно треба да бидат инкорпорирани во секојдневното работење на претпријатијата. Главниот и основен ресурс на секое претпријатие се луѓето, човечките ресурси кои работат во претпријатието. ( Терзиев В.и др., 2018, стр.85)

Прилагодувањето на ново настанатата состојба се поврзува со напорот на менаџментот на претпријатијата да станат претпријатија кои постојано учат и пренесуваат нови вештини, техники. Иновативните претпријатија се карактеризираат со способност за максимално искористување на новите можности за работа, воведување иновации, научни откритија, користење на современа технологија во работењето и нов пристап кон вработените. (Magdinceva Sopova, Marija, Stojanovska-Stefanova, Aneta et al. 83-89) Во услови на ограничени движења и активности поради реалната опасност од ширење на Корона вирусот, идните активности на претпријатијата зависат од дејноста на која ја извршува претпријатието како и од идните мерки и ограничувања на глобално ниво. При тоа, едно од отворените прашања на кои менаџментот на претпријатието мора да даде соодветен одговор е поврзан со човечките ресурси. Насоченоста кон вработениот и позиционирање на човечките ресурси во епицентарот на работата претставуваат нови димензии и вредности кои ги промовира менаџментот на човечки ресурси. ( Вукотиќ С. и др., 2016)

Во оваа насока ќе бидат фокусирани и препораките за менаџментот кои произлегуваат од резултатите од спроведеното истражување.

Добиените резултати истовремено претставуваат потврда за поставените хипотези дека под влијание на вирусот Ковид-19 се менува начинот на работа на претпријатијата, што придонесува за намалување на бројот на вработени кај малите и средни претпријатија и отпуштања од работа за што вработените не се информирани од страна на менаџментот на претпријатијата. Во оваа фаза пресудна е комуникацијата со менаџментот со вработените.

Бидејќи резултатите од истражувањето укажуваат на тоа дека поголемиот дел од вработените не се информираат за нивната позиција во претпријатието од аспект на статусот на работа и причините за отпуштање од работа, менаџментот мора да примени соодветни политики за информирање на вработените посебно за причините за отпуштање од работа. Од друга страна пак од суштинско значење за менаџментот е да донесат информирани одлуки на ниво на претпријатие посебно одлуките кои се однесуваат за вработените и нивниот статус од аспект на ангажманот како и причините за промените на статусот. Добиените резултати од спроведеното истражување ги дефинираат понатамошните следните основни активности кои би требало да бидат насочени кон подобрување на комуникацијата менаџмент-вработени и имплементирање политики и програми за информирање на вработените за сите аспекти поврзани со работата и договорот за вработување.

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