

Crisis Management and Human Resources

Miroslav Němec, Darja Holátová

Abstract: *The objective of this research is to analyse the situation in terms of economic, legal, organizational and human resources aspect by available scientific methods and using the knowledge of the relevant literature, then determine critical points and limits and summarize the research results. Next task is to label and describe the expected outcomes and recommendations for further development of the road management on the Czech Republic. This idea will be extended in an article intended to be published in the Inproforum 2016 collection of papers and amended in the following discussions.*

Key words: Management · Crisis Management · Human Resources Management · Road Management

JEL Classification: L20 · M12

1 Introduction

Crisis management is an integral part of company management. It concerns project management, process management and also management of human resources. Crisis management involves finding and assessing risks relating to human factor, i.e. undesirable consequences for an organization. (Smejkal, V., Rais. (2010).

Crisis is a situation characterized by impaired balance between basic elements of a system and attitudes of people to the existing system. It can be an extraordinary event, danger threatening the company's existence, serious accident or adverse economic situation. (Zapletalová, et al., 2012). Crisis, often reduced to major events..., are traditionally perceived as exceptional situations. It is possible analyzing crisis as a process of organizational weakening (Roux-Dufort , 2007). Accidents and unforeseen side effects time and again believed the promises of risk management and damage control (Pearson, Roux-Dufort, Clair 2007).

Crisis management requires people who are able to foresee and manage the staff in crisis situations and successfully communicate. The qualification, the personal assumptions and managing people of risk managers are one of the important conditions of future enterprise's development. Right now it is clear that the strategy of successful enterprise is based on the management, on the managers, who are oriented to the situation's solution and they have the ability to create and develop the vision with the appropriate time horizon of risk managementu (Hrazdilová Bočková Kateřina, Monika Dohnanská, Hylčíková daniela, Vaníčková Radka,(2016)

Human resource management is a strategic and logically coherent approach to management of the most valuable asset of any organisation, i.e. its staff, that jointly and individually contributes to achieving organisation's goals (Armstrong, 2014). It is a philosophy of human resource management and also an essential precondition of continuing business success, hence, nothing can be compared to human resources. Efficient steering of workers as well as taking advantage of their professional skills, ingeniousness and creativity in fulfilment of set objectives can be crucial competitive advantage of any organisation (Dytrt, 2006).

The article concerns a long-term research into the situation of road management in the Pardubický Region. The observations have been running since 2002. The gained, updated and amended results would be used as a background for dissertation.

Development of road management in the Czech Republic after 1989 was influenced by social changes, especially by the transfer from the centrally planned to market economy. Road management before 1989 had a unified personnel, organizational and material structure, similar to that of the army. The Czech Republic as a part of the European area is crossed by the Trans-European road network forming a unified road infrastructure with 1st, 2nd and 3rd class roads in our country. This aspect was not fully reflected after 1989 as an integral part of social, organizational and economic changes. Certain deviations in the post-1989 development exceeded the impassable limits for a feasible, safe, accessible and capacity-sufficient road infrastructure. This fact presents a safety risk within the European and national context.

Ing. Miroslav Němec, University of South Bohemia, Faculty of economics, Department of management, Studentská 15, 370 05 České Budějovice, e-mail: miroslav.nemec@suspk.cz

doc. Ing. Darja Holátová, Ph.D., University of South Bohemia, Faculty of economics, Department of management, Studentská 15, 370 05 České Budějovice, e-mail: holatova@ef.jcu.cz

2 Material and Methods

Research is based on long-term observations to enable us being acquainted with the development stages of the object in focus, especially to foresee the points when quantity becomes quality, or contrarily, insufficient quantity becomes poor quality.

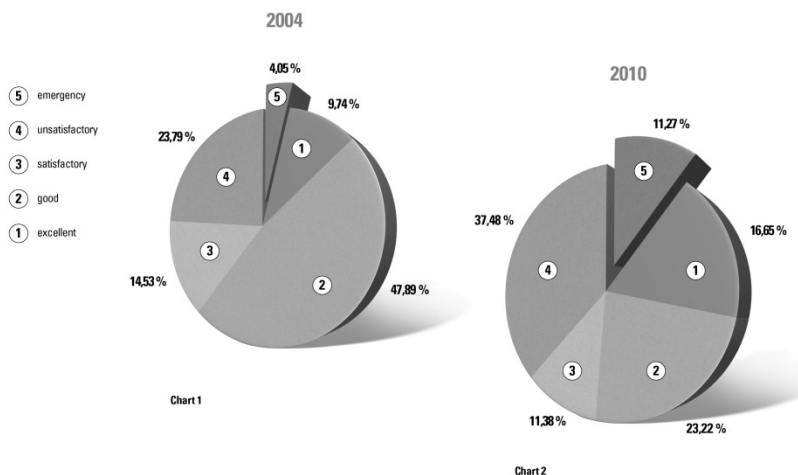
Analytical comparison was used as a main basic method, based on personal interviews, questionnaire and study of the national statistics. The research used the method of analytical comparison based on personal interview, questionnaires and studies of the national statistics.

The author plans to use analytical comparison method in his further research, based on interviews, questionnaires, reference literature study, experience of foreign practices, analysis of the corresponding legislation in comparison with the research results. The expected research outcomes will determine the future development, marking of critical places and points of the transfer of quantity into quality, or insufficient quantity into low quality. The research aims to recommend owners of 1st, 2nd and 3rd class road owners in the Czech Republic reactions based on specific economic, legal, human resource and organizational measures to divert emergency situations.

3 Results

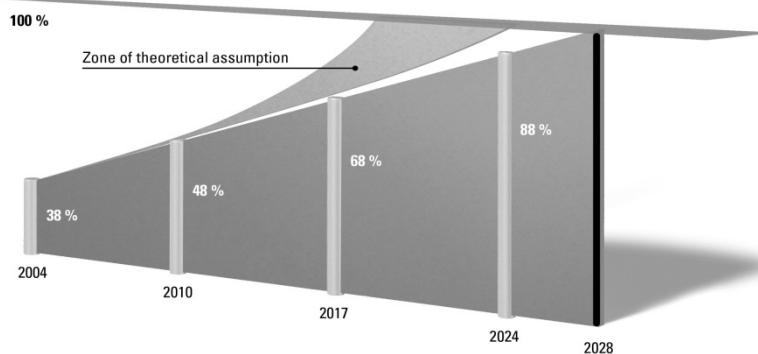
The results are indicated in the following charts and comments. Research of 2nd class roads in the Pardubický Region (Figure 1) was made in the whole range of its 915 km. In 2004, roughly 10% of these roads were labelled with number one, i.e. new or almost new. This section of the chart was extended to nearly 17% by 2010, especially in the form of modernized spinal roads. On the contrary, emergency and unsuitable condition roads made over 38% in 2004; the research in 2010 revealed almost 49% of this parameter. This growth reflected the road surface condition graded with marks 2 and 3 (good and satisfactory). The development is described in Figure 2.

Figure 1 Situation of 2nd class road surfaces in the Pardubicky Region



Source: PavEx Consulting (2004), PavEx Consulting (2010), ŘSD ČR (2004, 2010).

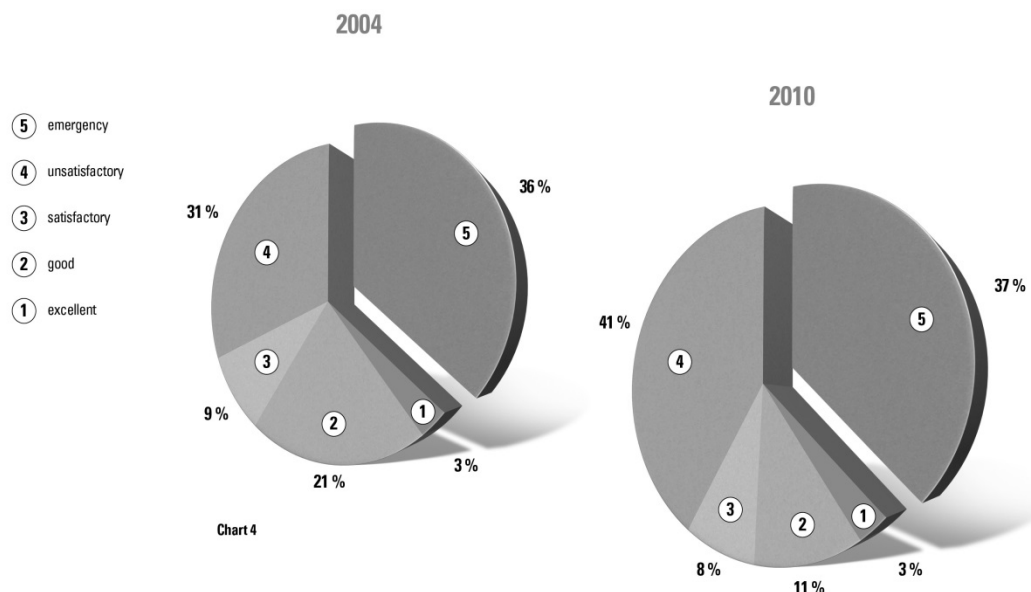
Figure 2 Development of 2nd class road surfaces in Pardubicky region before 2017 final assessment



Source: own research (PavEx Consulting (2004), PavEx Consulting (2010))

Unsatisfactory and emergency condition roads are indicated in Figure 2. Linear extrapolation was used to make an estimation of the development of 2nd class roads surface in the Pardubický Region. The prognosis shows that after a six-year period as at 1st January 2017 there will be 68% of unsatisfactory roads. Unless road owners change their attitude to their property, we can expect that in 2028, all surfaces of the 2nd class roads will fit in the category of “emergency” and “unsatisfactory.”

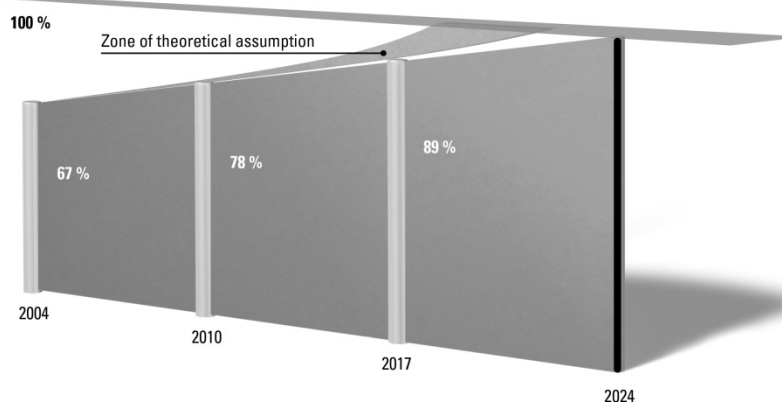
Figure 3 Situation of 3rd class road surfaces in the district of Chrudim



Source: PavEx Consulting (2004), PavEx Consulting (2010), SÚS (2004, 2010).

The research was carried out in the district of Chrudim (Figure 3). Situation in other districts (e.g. Pardubice, Svitavy and Ústí nad Orlicí) in the Region is roughly the same. Extrapolation was made and therefore this road category in other districts was not researched. In 2004, almost 67% of 3rd class roads in the Chrudim and Pardubice districts were found in unsatisfactory and emergency condition. In 2010 this number grew to almost 78%. New and repaired roads classified with grade one stayed on 3%. However, the number of roads classified with grade 2 and 3 fell to category emergency and unsatisfactory in 2010. The pie charts demonstrate that research from the period 2004-2010 shows a declining trend of the road property condition.

Figure 4 Development of 3rd class road surfaces in Pardubický region before 2017 final assessment



Source: own research (PavEx Consulting (2004), PavEx Consulting (2010))

Linear extrapolation was used to estimate the development of the 3rd class roads in the Pardubický Region. 89% of surfaces of 3rd class roads in the Pardubický Region will be in unsatisfactory and emergency condition in 2017. It is expected that in 2024 one hundred percent of road surfaces will be in the same condition.

4 Conclusion

This overview presents a serious problem across the whole society because it is expected that the situation will be more or less similar in other regions of the Czech Republic. The state, as an owner of 1st class roads, will encounter fewer problems. The problem is of economic, legislative and organizational nature and addresses, among others, crisis management of human resources.

Crisis management is a continuous activity whose aim is to reduce the probability of risk occurrence, impact and eliminate crisis management. (Zuzák, Konigová, 2009). From this view Human resource management means not only management and steering of people and creating favourable conditions for their working activity and reproduction of their labour power in the light of organisation's goals, but also promotion of efficient human resource deployment in the interests of the organisation as well as cost-effective utilisation of human potential of organisation's staff, development of its potential, appreciation of organisation's human capital and rational management of the entire HR system of the organisation (Holátová et al., 2012).

Managing risk is a challenge for many reasons. There are a lot of barriers to effective risk management, including organizational, practical, procedural, and personal. There are many ways to overcome the barriers to managing risk (Pullan and Murray-Webster Ruth, 2011).

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