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## **Human resource management during the COVID-19 pandemic**

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**Abstract:** COVID-19 has dramatically changed the organization's operations, creating a complex and complex environment for managers and human resource managers. In order to solve the problems of the organizations during a pandemic, it was necessary to find original solutions to ensure operations and to help their staff cope with that unusual situation. We have described the main challenges and opportunities that the pandemic has created.

**Key words:** Human resource management, COVID-19, staff

The COVID-19 pandemic has emerged as an unprecedented public health crisis that has shaken the world. Combined with an epidemiological measures, the COVID-19 outbreak led to a significant slowdown in global economic activity, triggering furloughs, layoffs and the closure of many companies [1]. However, for trying to recover from the pandemic crisis, companies have started reopening taking into account all preventive measures.

Thus, the COVID-19 pandemic created a complex environment for managers and human resources managers who needed to find original solutions to support their company's business. Human resources management offices were not sufficiently prepared to deal with crises when they occurred. Thus, the main objective of this study is to examine the impact of COVID-19 on human resources management, to identify the main challenges and opportunities, and to provide insights into future directions.

The strategic management of human resources is intended for the efficient use of human resources to meet the strategic needs of companies. During a pandemic, companies must allocate their resources, agree on mechanisms and make the right use of organizational resources and knowledge. Strategic planning and implementation in a pandemic is a challenge for managers and human resources managers.

The COVID-19 crisis has fundamentally changed the working environment in the organizations. To ensure business continuity, many organizations have moved to remote work. For example, Google announced that its employees would continue working remotely until at least summer 2021, while Twitter employees were given the opportunity to work remotely indefinitely [2]. However, not all organizations were able to afford to move to dysfunctional work. For large industries where the physical presence of employees was necessary, all protective measures against coronavirus infection or dismissal were proposed [3]. This situation strongly recommends that human resources managers identify posts that can be performed remotely, those that can be performed in the physical workplace and those that require dismissal from the postfor situations

caused by a pandemic. Thus, these unexpected and radical organizational changes pose serious challenges for managers and human resource managers. In addition, they can have serious implications for the mental health of staff members, their experience in work planning, working space and interaction with them.

On the implementation of remote work, the main problem was to provide employees with the necessary tools, such as Zoom, Microsoft's remote desktop, viewing tool for groups and the Microsoft command, which all organizations cannot afford, bearing in mind that financial possibilities vary from one organization to another [4]. Home-based staff should also be provided with effective communication, monitoring, support, performance management and changes in their fees. It should be borne in mind that long-distance work can lead to the isolation of staff because of a lack of communication between staff members, a lack of peer advice and personal communication, which can be a source of stress that can undermine the mental health of staff members. It can also be psychologically demanding for these staff, given the potential for family distraction and the many roles they have to play when working from home [5].

Many human resource managers have implemented some activities to support their staff, such as the creation of virtual socialization events such as virtual dinners or coffee breaks [6]. Undoubtedly, these methods help to support staff in this severe crisis when they are far apart and away from their places of work.

COVID-19 is not only a risk to physical health, but also a significant risk to mental health [7]. This can be psychologically difficult for staff who work from home, who may feel isolated and torn between their work and their personal lives. Moreover, staff members who should be physically present at the workplace may return to work for fear of contracting the virus or passing it on to their family, which may increase their stress. In this context, the main challenge for HRM managers and practitioners is to identify risk factors and take appropriate preventive measures in the workplace, including for staff working at home.

Finally, the organizational culture needs to be restructured to facilitate the adoption of flexible working arrangements and the transition to a hybrid working model. Moreover, it is necessary to develop and maintain a cohesive culture that supports staff communication and interaction in order to promote social support and cooperation among staff, especially those who work remotely. In fact, virtual interactions can affect socialization, tacit knowledge associated with organizational culture.

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### **Предпосылки создания специальных экономических и индустриальных зон в Республике Казахстан**

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Аннотация: в статье отмечается, что повышение экономической роли инноваций, изменение темпов, направлений и механизмов развития инновационных процессов являются одним из ключевых факторов, обусловивших радикальные структурные сдвиги в экономике. Установлено, что в Казахстане ныне действующие законодательства направлены на развитие специальных экономических зон. Обосновано, что в Казахстане приняты все необходимые меры для функционирования специальных экономических и индустриальных зон.

Ключевые слова: инновация, индустриальные зоны, государственная программа индустриально-инновационного развития.

Повышение экономической роли инноваций, изменение темпов, направлений и механизмов развития инновационных процессов являются одним из ключевых факторов, обусловивших радикальные структурные сдвиги в экономике промышленно развитых и многих развивающихся стран, что актуально для всех стран Евразийского экономического союза, и в том числе для Казахстана, который поставил перед собой задачу вхождения в число 30 наиболее развитых стран ОЭСР (Организация экономического сотрудничества и развития) к 2050 году. Данные тенденции в первую очередь проявляются:

- в активизации инвестиций в сферу образования и науки, технологические и организационные инновации;
- в повышении роли высокотехнологичных секторов экономики в условиях сохранения и повышения технологической компоненты традиционных сфер деятельности;
- создания и развитии новых сфер и видов экономической деятельности.

В Казахстане целевых государственных программ по развитию наукоемкого высокотехнологичного сектора не реализуется, и данное направление фрагментарно осуществляется через целевые государственные программы инновационного развития. Подходы к индустриально-инновационному развитию Республики Казахстан были сформированы в 2003 году в рамках Стратегии индустриально-инновационного развития Республики Казахстан на 2003-2015 годы (СИИР), однако последующий кризис 2007-2009 годов приостановил ее реализацию. Возврат к активной индустриально-инновационной политике произошел в 2010-м году в рамках Государственной программы по форсированному индустриально-инновационному развитию Республики Казахстан на 2010-2014 годы (ГПФИИР), которая во многом основывалась на принципах и подходах СИИР 2003-2015. Оба документа отличались широким фокусом и охватывали практически все сектора экономики, отражая экономическую политику государства. В Государственной программе индустриально-инновационного развития Республики Казахстан на 2015-2019