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## MANAGEMENT OF PERSONNEL AT RISK

**Ketevan Kitsmarishvili <sup>1</sup>**

<sup>1</sup> Department of Transport and Industry Management, Georgian Technical University

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### Abstract

One of the new directions in human resource management is working in organizations in crisis. Any modern enterprise can find itself in a crisis situation, caused by, for example, a change in senior management, a breakdown in the information structure, a breakdown in the production mechanism, a sharp change in market demand.

If we think of a crisis as a state of an organization in which it will no longer exist in the future unless it undergoes some internal change, then probably all organizations experience a similar state in the transition from one stage of their life cycle to another. This is normal. From a human standpoint, a crisis is characterized by the emergence of at least two problems. First, there's a mismatch between the professional tools that people have in an organization and what they need in a new situation. On the other hand, it is the inadequacy of internal organizational norms and rules (of one's own corporate or organizational culture) to new conditions. So we can assume that the crisis is determined externally by professional activity, and internally by the need to change organizational culture.

It's important to work with the staff to overcome the crisis that has arisen. The activities of the HR department at this stage should include: diagnosing the human resources potential of the enterprise, developing a reorganization strategy and supporting human resources programs for reorganization, reducing staff, increasing labour productivity, resolving conflicts, especially those that are particularly difficult during this period.

**Keywords:** *behaviour, stress, aggressive insults, strategy, tactics*

### Introduction

Dismissal – is the final stage of Musaki's professional career. This is undoubtedly stressful for people, because work is a significant part of the lives of the working population. Job loss is subjectively severe as it relates to:

- the loss of a source of material resources; Loss of a place to realize talents and abilities; Loss of social environment, loss of connection, Dismissal vectors (reasons): Self

Termination;. The company's dissatisfaction; Layoffs; Retirement;

I. Peltzman distinguishes four phases of the human condition during termination (more consistent with vectors 2.3).

Stage 1 – is a state of confusion and shock. It can be very distressing, especially if the job loss was unexpected (a sudden layoffs, a disagreement with a supervisor, etc.). It's important to note that confusion and fear are

also associated with other discomforts, such as illness, accidents, and so on. The most potent pathogen is not so much the loss of a job as the constant fear that it will happen. As they say, waiting to die is worse than dying. So anticipating this event and preparing for it in some way makes it a little bit easier.

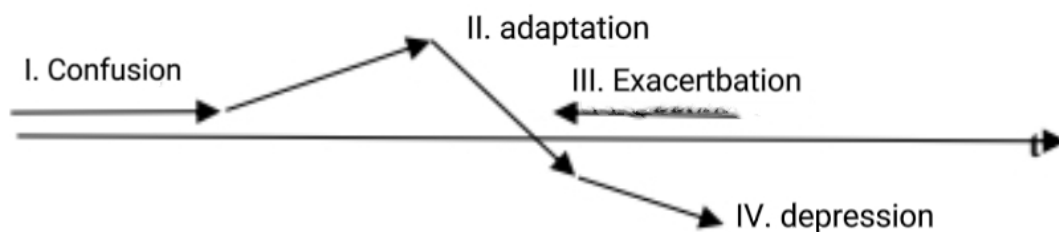
Stage 2 – Subjective adjustment of the situation by psychological adaptation to it. This phase usually lasts for three to four months after the job is lost. Already in the first weeks after the psychological shock has passed, many people experience a relief, almost a joy – no need to go to the office at 9 a.m. every day, heavy work obligations disappear, a lot of free time appears, and in general, a feeling of psychological comfort and satisfaction (especially if you have savings and can survive for a while). Forced rest is usually beneficial. Many report improvements in their health and mood. After a full recovery, the person begins to actively seek employment.

Psychologists have found that looking for a job right after you're fired doesn't increase your chances of finding one. And those who manage to cope with the negative effects of being fired, such as depression and a loss of self-esteem, and only then start looking for a new job, are less nervous about interviews, are more confident in themselves, and make a good impression on potential employers.

These people tend to be more satisfied with their new jobs than those who started looking for work as soon as they were fired.

Stage 3 is exacerbation. This happens six to seven months after you lose your job. By this time, the financial and social situation of a person usually deteriorates. There is a lack of active behaviour, a reduction in social circles, a disruption of life behaviours, interests, goals. Our ability to cope with adversity is diminishing. Depression is exacerbated when people are unemployed for long periods of time, when they cannot afford even a small wage for temporary, seasonal, or other jobs. Especially devastating is the constant failure to find a job – or, more accurately, the appearance of some hope of finding one (When a person learns about some chance) and then that hope disappears. Repeated failures can lead to apathy and the abandonment of the job search.

Stage 4 – Accepting your own powerlessness. This severe psychological condition is present even when the unemployed person is not experiencing material hardship, for example, a person receives unemployment benefits. Apathy is increasing month by month. One loses hope of ever finding a job, stops trying to make things better, and gets used to being unemployed. He loses control of himself, he starts drinking, and as a result, he ends up on the bottom of social ladder.



### **The Four Stages of the Human Condition after Dismissal from the job**

Coping strategies for coping with dismissal-related stress.

Studies have shown that different people, depending on their personality traits, have different ways of coping. People can build models of their situations.

- A non constructive emotional model of the dismissal situation. For these types of people, firing from the job has become an uncomfortable situation, a stress, an insult. Then they use the

interpretation of the reasons for the dismissal and don't try to find a job. They don't go through the constructive coping strategies that are designed to deal with the current situation successfully;

- A constructively emotional model of dismissal. People in this category recall experiences of stress and abuse. However, for a number of reasons, they are able to overcome adversity and implement constructive coping strategies that are geared towards finding a job;

- A pattern of “constructive attitudes” toward the release situation. In this case, job termination is a difficult life situation. People in this category don’t experience acute discomfort, and they go from dismissal to constructive coping behaviour in no time.

Recommendations for employees who leave the company voluntarily:

- Reflect on the prospects for the future;
- Talk to your supervisor about your decision;
- When talking to your supervisor, do not explain your decision by saying that you are fed up with everything. It’s better to focus on the circumstances that make people leave the company;
- It is not wise to rush off to a better place and forget everything, including your obligations, even if you feel that you are already in a new place. The business ethic requires that there is no unfinished business after you’re gone;
- After talking to your supervisor, brief all your colleagues. It’s a bit stressful for them, too (the more you’re valued in the company, the harder it is for your colleagues to cope with the stress);
- One of the traditions of most companies (at this time) is to have a cup of coffee or a small dinner on the last day of the old job. It’s another way to stay on good terms with everyone.

When an employee is laid off, the company’s recommendations for action are:

- In a survey of chief executives and managers of human resources departments in multinational companies, 60 percent said that announcing a layoff was the most stressful time of their lives;
- The loss of a valuable employee cannot be without impact on the company’s efficiency. The damage can be huge if an organization doesn’t have a corporate knowledge management system in place;

- It is necessary to speak with an employee who has had certain obligations;
- Do not schedule an appointment just before weekends or a holidays, when the person may feel completely abandoned, not knowing what to say to their friends or family;
- The conversation should not be conducted directly at the dismissed person’s place of work or in a room where many people are working, so that the person does not have to pass through the lines of sympathetic employees;
- The conversation should not last more than 20 minutes, because the worker who is already disturbed by the unpleasant news, does not have the ability to listen for a long time, especially when the supervisor tries to embellish the essence of the release in every way;
- It is important that the one taking the lead prepare in advance for difficult conversations, be aware of his own feelings, and speak as frankly as possible;
- Think about the different types of compensation and social security that must be provided when the worker is dismissed, so that the final interview procedure does not cause stress for the person who is told ‘you are dismissed’.

In addition to the conversation, arrangements can be made to greet the dismissed employee, to give him/her a souvenir, a good letter of recommendation, to maintain good personal contacts with the person so that in case of mutual interest the dismissed person can communicate with the organization.

### **Conclusion**

Currently, companies that think about staff development and loyalty during a stable situation, may have the hope of supporting their staff during a crisis situation and expect that the staff will help the company in any way possible to overcome the crisis.

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© Kitsmarishvili K.  
Contact: Kitsmarishvilielene3@gmail.com