

## CRISIS IN AN ENTERPRISE – THE EXAMPLE OF A PANDEMIC (FACES, MANIFESTATIONS, MANAGEMENT)

Marzena GÓRALCZYK

University of Zielona Góra; m.goralczyk@wez.uz.zgora.pl, ORCID: 0000-0003-2048-5386

**Purpose:** The purpose of the study was to answer the questions: were there, in the opinion of employees, unfavourable changes or difficulties in the entities in which they are employed in connection with the COVID-19 pandemic, in what areas of the functioning of the enterprises did they occur, did the management staff take appropriate actions in connection with this, what actions were taken?

**Design/methodology/approach:** In addition to the review of literature on the subject of enterprise crisis and pandemic, the article also presents the results of own empirical research.

**Findings:** As a result of the conducted research, it was found that 60.5% of respondents noticed unfavourable changes or difficulties resulting from the external crisis such as the pandemic. Respondents considered that they were most noticed in the sphere of the company's functioning in the field of personnel management. The next areas were: supply, production, the process of communication between employees and the weakening of the company's/organization's relations with business partners, as well as marketing. 33.5% of surveyed employees reported that the management staff showed activity in such a difficult, crisis reality as the pandemic. The actions taken in this area were shown.

**Research limitations/implications:** The selection of the research sample was not probabilistic, but care was taken to ensure a high diversity of respondents, both in terms of the characteristics of the economic entities surveyed and the respondents themselves.

**Practical implications:** Recommendations for managers facing major changes, as was the case with the pandemic, a specific example of an external crisis.

**Social implications:** Showing that in the face of an external crisis such as the pandemic, the integration of intra-organizational activities and building relationships with the company's environment can significantly mitigate unfavourable phenomena.

**Originality/value:** A comprehensive look not only at the need for a thorough analysis of the causes and conditions of crises in the enterprise but also an indication of taking systematic corrective actions with particular consideration of aspects related to the area of human resources management. Showing that cooperation between the enterprise and its environment based on values can contribute to the creation of a good of a general social nature, also in crisis situations.

**Keywords:** crisis, pandemic, enterprises, employees, management.

**Category of the paper:** Research paper.

## 1. Introduction

“We live in an era of instability. A number of contradictory systemic factors that have been operating for a long time are causing constant changes in the dynamics of the world of work and, consequently, our way of looking at it, generating a constant need for new interpretative models” – this is how D. Villa (2021, p. 113) describes the situation of enterprises navigating “the stormy sea of business”. Business entities operating in the era of globalization face various challenges. According to J.E. Stiglitz (2006, p. 26), globalization “is essentially a closer integration of states and people in the world, caused by a huge reduction in transport and telecommunications costs and the abolition of artificial barriers to the flow of goods, services, capital, knowledge and (to a lesser extent) people from country to country”. Another approach indicates that: “Globalization is a phenomenon and process of internationalization, and at the same time of growing political, social, economic, technological and information interdependence encompassing the entire world. (...) the life and development of individual societies are increasingly influenced by external factors, and less by local factors. It means an increase in interdependence, market and competition, and a decrease in the importance of socio-political factors in economic life” (Bossak, 2006, p. 61).

Globalization has left its mark on the economic sphere, causing changes noticeable in technological progress, has led to the dynamism of economic growth, but also, which is very clearly observable, deepens development disparities and social inequalities (Anioł, 2022). According to J.E. Stiglitz, globalization “does not serve to ensure the stability of the world economy” (p. 192). It is worth looking at the functioning of enterprises in the face of phenomena and processes that are related to changes on such a wide scale of their impact. This area of issues is becoming very important from the perspective of the management staff and employees of other levels of management. The voice of employees is important, because the perception of the functioning of an economic entity in the context of overcoming all crises/difficulties, both internal and external, is a “barometer” of the efficiency of the organization. The manifestations of such changes in the environment include the COVID-19 pandemic.

Changes of such great impact have affected many areas of business operations. This has had an impact on employee behaviour.

The aim of this article is to answer the following questions:

1. According to employees, have there been any adverse changes or difficulties related to the pandemic?
2. In what areas of the company’s operations have they occurred?
3. Do employees believe that management has taken action in connection with adverse changes or difficulties resulting from the COVID-19 pandemic?
4. What actions have been taken?

The article presents the results of empirical research conducted among respondents employed in enterprises and organizations in the Lubuskie voivodeship. The research was conducted using a survey questionnaire. The study uses empirical research conducted in the period from April to September 2023 on a group of people employed in the Lubuskie voivodeship.

## **2. Crisis in an enterprise – its essence, determinants, ways of fighting the crisis**

The term crisis means, among other things: “the collapse of the process of economic growth and regression in the economic development of the state (...), the disruption of some system of values or the position of something” (Wielki słownik wyrazów obcych, 2022, p. 702).

According to J. Walas-Trębacz (2011, p. 9): “A crisis is considered one of the basic phenomena accompanying the development of an enterprise and contributes to changes in the functioning of the organization or determines its survival”. What is a crisis and what can be its conditions? Analyzing various definitions of a crisis and indicating its genealogy, it is possible to see its multiple sources. The simplest division should be related to conditions inside and outside the organization. Among the factors of an internal nature in relation to the entity that is the enterprise/organization, the following are indicated: conflicts, low management efficiency, inappropriate management style, disproportions between the goals and resources of the organization, mismatch of strategy. In the group of external factors, it is possible to find, for example, a macroeconomic crisis, the size of competition on the market, the level of income of the population and random factors (fire, drought, flood, etc.) (Walas-Trębacz, 2011, p. 48).

Referring to the phenomenon of crisis in selected management concepts, it is worth mentioning its foundations, such as (Dziurski, Kozłowska, 2016):

- crisis is related to the development of the organization according to L.E. Greiner,
- managerial trend represented by A. Berle and G. Means,
- resource concept of the organization,
- theory of value management for stakeholders,
- concept of management in crisis.

J. Walas-Trębacz (2011, p. 43), citing C.M. Person and J.A. Clair, believes that when addressing the subject of crises and management in such conditions, it is worth focusing on four issues – 4C, i.e.: causes (reasons – internal and external categories of impact), consequences (effects with a different time perspective), caution (a warning system focused on minimizing effects) and coping (solutions – response to the crisis). Referring to possible forms of overcoming a crisis in an enterprise, it is worth indicating, for example, such methods as (Jasińska, 2017, p. 35): restructuring, liquidation and bankruptcy. The first solution includes

internal remedial actions as well as the sale of the company or its part. Bankruptcy may be connected with the possibility of concluding an arrangement or lead to the liquidation of the company. According to J. Walas-Trębacz (2011, p. 67), the crisis management organization system should be characterized by such features as, among the others: diversification of organizational forms, intensification of integration processes, flexibility and adaptability, which are characteristic of organizational structures. K. Krzakiewicz (2004, p. 44), presenting the style of anti-crisis management, indicates that it should be manifested in: trust in professionalism, concentration on the implementation of general goals, supporting independent initiatives, selecting appropriate collaborators and, which is particularly worth paying attention to, shaping an organizational culture based on general values.

Of no small importance in the area of management in an enterprise, in a situation where the crisis has already been averted, is ensuring that “constant monitoring of areas in which the crisis occurred is implemented and conclusions are drawn from it also for other areas of activity important for the organization” (Makowski, Danowski-Żdziebło, 2016). How has the COVID-19 pandemic, which is a kind of global crisis situation, affected the functioning of enterprises?

### **3. The impact of the pandemic on the functioning of enterprises**

Faced with the COVID-19 pandemic, many enterprises experienced the force of its impact, which was observed as a slowdown in their activity. Enterprises were not prepared for the challenges of reality, which the pandemic wrote in its “script”. H. Woźniak, A. Kędzierska-Szczepaniak and K. Szczepaniak (2023, p. 368) believe that: “The crisis caused by the COVID-19 pandemic was a huge test for global trade, bringing unprecedented shocks to global supply chains and trade relations”. The scale of unfavourable phenomena was enormous and its degree of impact covered practically all spheres of economic activity in macro-, meso- and micro-levels. Enterprises linked in networks of business dependencies felt the effects of the global crisis in the financial, managerial and social dimensions. These were visible in the scope of B2B and B2C relations and in other dimensions. New social, technological and structural challenges emerged.

The adverse effects of the pandemic were observed in the marketing dimension as well as in the field of employment (Cankurtarana, Beverland, 2020; Hartmanna, Lussier, 2020; Oehmen et al., 2020; Rapaccini et al., 2020). According to M. Gorzelany-Dziadkowiec (2020, p. 3): “The COVID-19 crisis has revealed significant weaknesses in the operations of enterprises and supply chains related to working conditions and preparation for disaster situations”. Due to such a global crisis, it became necessary to conduct an advanced analysis of the resilience to disruptions in the functioning of enterprises (Rapaccini et al., 2020;

Maternowska, 2021). It was necessary to develop adaptive capabilities very dynamically, also through the use of digital technologies (Al-Omousha, Simón-Moya, Sendra-Garcíac, 2020; Katz, Jung, Callorda, 2020; Gorzelany-Dziadkowiec, 2020; Talar, 2022).

Comparative studies of enterprises in relation to their situation before and during the crisis indicated its noticeable impact, among the others, in terms of their operational flexibility (Stawasz, 2021). Moreover, the ability to cope with various forms of risk became an important challenge, which had an impact on making more complex, long-term decisions in conditions of uncertainty (Oehmen et al., 2020). The pandemic led to the creation of a more demanding business environment not only for managers but also for human resources management practitioners, who, in addition to ensuring the maintenance of the business entity's operations, provided effective assistance to employees in dealing with the challenges of this new, exceptional situation (Hamouche, 2020).

Enterprises had to take many proactive actions related to a different approach to resource management or modification of the previous strategy. Improvements in the marketing sphere, in terms of products or services offered on the market, also became important (Guthrie, Fosso-Wamba, Arnaud, 2021). According to M. Szarucki, G. Noga, and O. Kosch (2021), the adaptive flexibility of enterprises triggered the need to search for sources of stability, which included, among other things: enterprise resources, personality traits of the leader, proximity to the market, employee attitude. It was essential not only to emphasize the strategic dimension of the enterprise's functioning (Klößner et al., 2023; Zahoor et al., 2022; Crick, Crick, 2020; Klyver, Nielsen, 2021) but also to build capabilities that can activate and shape the necessary tactical reactions in crisis conditions (Klößner et al., 2023). This included developing the ability to establish trusting relationships with potential cooperation partners in order to engage in a joint response to crises (Klößner et al., 2023). According to J. Grzegorzcyk (2022, p. 23): "Polish enterprises showed particular responsibility during the Sar-CoV-2 coronavirus pandemic, devoting their material resources, skills and knowledge to the fight against the disease".

#### **4. Methods**

In addition to a review of the literature on organizational identity and values, the article also presents the results of own empirical research. They constitute a fragment of research carried out in relation to broader, more comprehensive issues in the field of enterprise management. To ensure the authenticity of the data, participants were informed that the study was anonymous and would be used only for scientific purposes. They were carried out using a survey questionnaire. Some respondents completed it electronically, online, and the rest in paper form. Respondents answered: two single-choice closed questions, one multiple-choice closed

question, and one open question directly related to the subject matter adopted in the article. The selection of the research sample was not probabilistic, but care was taken to ensure a high diversity of respondents, both in terms of the characteristics of the economic entities surveyed and the respondents themselves. The vast majority of those employed are enterprise employees. The study uses empirical research conducted of 200 people employed in the Lubuskie voivodeship from April to September 2023. The characteristics of the study population have been shown in Table 1.

**Table 1.**  
*Characteristics of the studied population*

Description		Number of indications as a percentage (in %)
<b>Gender of respondents</b>	women	44.0
	men	56.0
<b>Age structure of the respondents</b>	Up to 30 years old	58.5
	From 31 to 40 years old	17.5
	From 41 to 50 years old	13.0
	From 51 to 60 years old	7.0
	Over 60 years old	4.0
<b>Work experience in the company/organization</b>	Less than 1 year	18.0
	From 1 to 5 years	49.0
	From 6 to 10 years	16.5
	From 11 to 15 years	6.5
	From 16 to 20 years	4.0
	Over 20 years	6.0
<b>Workplace type *</b>	executive	73.5
	managerial	28.5
<b>The nature of the work performed*</b>	physical work	54.5
	mental work	65.5

Note: \* Some respondents perform both physical and mental work. Moreover, in several cases, employees indicated that they were employed in executive and managerial positions.

Source: own study based on empirical research.

The study involved 44.0% of women and 56% of men. The respondents represented different age groups. 18% of respondents had less than 1 year of work experience, 49% were employed for 1 to 5 years, and only 6% had worked for over 20 years. The vast majority of respondents were employees in executive positions, constituting 73.5% of the respondents. Some of the respondents perform both physical and mental work, therefore the total number of respondents' indications exceeds 100%, with 54.5% of the respondents choosing physical work and 65.5% indicating that they perform mental work. The characteristics of the companies/organizations employing the surveyed respondents are reflected in the table - Table 2.

**Table 2.***Characteristics of enterprises/organizations in which the respondents are employed*

Description		Number of indications as a percentage (in %)
<b>The period of operation of the enterprise/ organization on the market</b>	Up to 5 years	23.9
	From 6 to 10 years	14.5
	From 11 to 15 years	12.0
	From 16 to 20 years	12.0
	Over 20 years	37.6
<b>The geographical scope of the enterprise/ organization's activity*</b>	Local market	31.6
	Regional market	25.6
	Domestic market	39.3
	International market	41.9
<b>Type of the enterprise/ organization's activity*</b>	Production	35.9
	Trade	42.7
	Services	47.9
	Others	12.0
<b>Legal form</b>	State-owned enterprise	18.0
	Private enterprise	73.5
	Other form	8.5
<b>Capital ownership</b>	Polish capital	68.4
	Foreign capital	14.5
	Mixed capital with a predominance of foreign	10.2
	Mixed capital with a predominance of Polish	2.6
	Equal share of Polish and foreign capital	4.3
<b>Size of the enterprise/ organization</b>	Micro (less than 10 employees)	17.1
	Small (10 to 49 employees)	24.8
	Medium (from 50 to 249 employees)	18.8
	Large (more than 249 employees)	39.3

\* Note: In the case of two areas characterizing the surveyed entities in which the respondents are employed, i.e. with regard to the geographic scope of the activity and the type of activity, the respondents could choose more than one answer.

Source: own study based on the survey research.

The surveyed employees were employed in business entities whose period of operation on the market was varied. The most numerous group were those that existed for over 20 years – 37.6%. The geographic scope was also diversified, some entities were active in more than one market. It was found that the largest group was active on the international market – 41.9%. Most of the surveyed entities are private enterprises (73.5% of the surveyed entities). In terms of capital ownership, Polish capital dominated (68.4% of the analyzed entities).

## 5. Results

The surveyed employees of enterprises/organizations expressed their opinion on whether they noticed any unfavourable changes or difficulties related to the COVID-19 pandemic in their workplace. Their opinions are shown in Table 3.

**Table 3.**

*Respondents' opinions on the occurrence of unfavourable changes or difficulties related to the COVID-19 pandemic*

Description		Number of indications as a percentage (in %)
Yes		27.0
Rather yes		33.5
Difficult to say		7.0
Rather not		16.0
No		16.5

Source: own study based on the survey research.

Based on the empirical research, it should be stated that 60.5% of respondents noticed unfavourable changes or difficulties resulting from the pandemic, they chose the answer “yes” or “rather yes”. 7.0% of respondents chose the answer “difficult to say”. 32.5% of employees believe “rather no” or “no”. In order to present a more complete picture of the perception of the impact of the deep-crisis phenomenon of the pandemic, the author distinguished the areas of operation of enterprises in which these changes occurred. They are presented in Table 4.

**Table 4.**

*Respondents' opinions on areas where changes or difficulties occurred due to the COVID-19 pandemic*

Description		Number of indications as a percentage (in %)
1.	Personnel management	27.5
2.	Supply	19.5
3.	Production area	19.5
4.	The process of communication in the enterprise/organization between employees	18.0
5.	Weakening of the enterprise/organization's relations with business partners	16.0
6.	Marketing	13.5
7.	Other area	4.5

Source: own study based on the results of empirical research.

As it results from the conducted research, the spectrum of areas of functioning of enterprises on which the pandemic left its mark was wide, it included: the sphere of production, supply, marketing, and there were also aspects strictly related to personnel management. Moreover, relations with business partners were considered important. Based on the analysis of the obtained results, it should be stated that respondents considered that in the sphere of functioning of the enterprise in the field of personnel management, unfavourable changes/difficulties resulting from the pandemic were noticed to the greatest extent. This was chosen by 27.5% of respondents. The second and third areas (with the same, in percentage terms, number of indications – 19.5%), chosen by the surveyed employees, were supply and the sphere of production. The next positions were occupied by: the process of communication between employees (18.0% and weakening of relations of the enterprise/organization with business



partners (16.0%). 13.5% of respondents chose the sphere of marketing. 4.5% of indications concerned other areas.

As a result of the conducted research, it was also determined how employees of enterprises/organizations perceive the activity concerning the management staff taking actions in connection with unfavourable changes or difficulties resulting from the COVID-19 pandemic. They are shown in Table 5.

**Table 5.**

*Respondents' opinions on management's actions in response to unfavourable changes or difficulties resulting from the COVID 19 pandemic*

Description		Number of indications as a percentage (in %)
	Yes	16.0
	Rather yes	17.5
	Difficult to say	14.0
	Rather not	10.0
	No	8.5
	Not applicable	34.0

Source: own study based on the results of empirical research.

33.5% of surveyed employees reported that the management staff demonstrated activity in such a difficult, crisis reality as the pandemic. 14.0% of respondents selected the answer "difficult to say". 10.0% admitted that they rather did not undertake such actions, and 8.5% believed that they did not. 34% of respondents considered the answer "not applicable" to be the most appropriate for their company. The scope of the conducted authorial research also included determining: what actions, in the respondents' opinion, were undertaken by the management staff in connection with the difficulties resulting from the pandemic. The results of the analysis conducted in this area are presented in Table 6.

**Table 6.**

*Examples of actions taken by management staff in connection with difficulties resulting from the COVID-19 pandemic – opinions of surveyed respondents*

Area of activities related to taking countermeasures in connection with the COVID-19 pandemic	Separate activities
Healthcare activities	Masks, gloves
	Disinfectants
	Social distancing
	Periodic testing
	Vaccination points
	Defining employee behaviour procedures at work
	Adapting work procedures to recommendations
	Suspension of work during periods of greatest risk
	Limiting the number of customers

Cont. table 6.

<b>Production and supply activities</b>	Greater pressure to find new suppliers
	Local sourcing and better purchasing planning
	Changing suppliers
	Improving the process of communicating with external entities
	Reducing production to increase the safety of production workers
	Fulfilling raw material orders well in advance and with a time limit
	Reducing the annual production target
	Expanding the range of assortment and service area
	Focusing on production, an element of growing interest
<b>Marketing activities</b>	Introduction of online sales
	Reducing prices
	Searching for new channels to reach customers
	Promoting websites with the company's offer
	Systematic market monitoring
<b>Work organization activities</b>	Reconstruction of work systems
	Introduction of remote work
	Reconstruction of workstations to ensure distance and a barrier between employees and customers
	Introduction of two-shift work
	Reduction of full-time positions
	Reduction of part of the hourly rate
	Installation of shields between workstations
	Change of working hours, including e.g. reduction of hours
	Meetings with employees
	Ensuring that employees do not lose their jobs – maintaining employment
	Reorganization of the staff work in order to increase sales via electronic means and by fulfilling telephone orders
	Adapting the office space to new realities

Source: own study based on the survey research.

The activities presented in Table 6 were divided into four groups. The first group included those resulting from securing appropriate working conditions with employee health in mind. These included solutions such as: masks, gloves, periodic tests, or defining procedures for employee behaviour in the workplace. The second group of activities in the field of production and supply included, among the others: fulfilling raw material orders well in advance and with time division, local sourcing and better planning of purchases, and reducing the annual production target. An area in which unfavourable changes resulting from the COVID-19 pandemic were also noticed was marketing. The respondents indicated, among the others, the introduction of online sales or promotion of websites with the company's offer. As for the last, distinguished group, a wide range of activities was noted, starting from the reconstruction of work systems, through the introduction of remote work, and ending with the adaptation of office space to new realities. In the opinion of the respondents, this is how the pandemic left its mark on the functioning of enterprises.

## 6. Discussion

According to B. Wiczerzyńska (2009, p. 32): “(...) enterprises do not operate in a vacuum – they are “wrapped” in a specific environment that creates a more or less crisis-prone atmosphere around them”. This is exactly what happened in the case of the all-encompassing pandemic, which, as a highly exogenous determinant, changed the course of functioning not only of the business sphere, which the author focuses on in the article, but also influenced other areas of life. In such and other crisis situations and in normal conditions of functioning of companies, it is necessary to strive for: (...) “continuous and flexible updating of the strategic plan”, which will ensure “(...) the desired state in the long term” and influence the value of the strategy, its success or failure” (Kozmiński et al., 2023, p. 155). According to R. Paprocki (2020), p. 45: “The pandemic is therefore as much a threat as an opportunity – companies that respond in a way that ensures continuity of operation and gives their employees a sense of security can ultimately gain multidimensional know-how that will pay off long after the pandemic ends. (...) And this is a strategic task, because culture is the basic integrator of the social structure. Integration is a condition of safety for both societies and companies and a force necessary for survival”.

It is worth adding that in crisis situations such as the COVID-19 pandemic, it would be particularly recommended to lean towards value-based management. According to S. Grochmal (2013, pp. 34-35), organizations that adopt this direction of business orientation in their behaviour should be determined by the following features: building strong interpersonal relationships that trigger people’s motivation “to take mutual responsibility for the success of individual people and the entire organization”, using open dialogue through honest and open communication, consistently practicing declared and proclaimed values, and self-organization and visible involvement of people with strong motivation. It is one of the “barometers” reflecting the quality of employee-employer relations, which “is particularly visible in crisis situations. It is precisely the various difficulties and problems that are a real test of the strength and quality of internal relations” (Moczyłowska, Korombel, Bitkowska, 2017, p. 91). Learning the opinions of employees on the conditions of work in the era of the pandemic, i.e. a situation of an external crisis nature, was important, because the group of factors determining the quality of management includes, for example, (Wawak, 2015): involving employees in management activities, active communication with employees, taking into account their comments in decision-making processes, and developing and implementing clear and fair principles regarding human resources policy and employee development. According to D. Villa (2021), a certain recipe for dealing with the reality of unforeseen events, such as the COVID-19 pandemic, is the practical implementation of solutions proposed by smart working, which is oriented towards the process of continuous learning, readiness to follow the “path of continuous discovery of new things” (p. 89), work organization requiring a “strong critical sense” (p. 99)

related to the use of new software enabling cooperation and communication while striving to take care of interpersonal contacts and maintaining a high level of empathy. According to him, the emergence of new modes of work (including the reorganization of the workspace) is related to a proactive approach to change, it also requires sharing resources and supporting the growth and development of the potential inherent in employees, which in turn contributes to positive transformations in the functioning of the enterprise as a whole.

## 7. Summary

The research results may constitute valuable guidance for management staff in terms of shaping appropriate programs for combating a crisis situation in the enterprise by employees and will also allow for approximation of their level of perception in relation to identification with the work environment in a situation of turbulent changes that may occur in the environment. These undoubtedly included the changes related to the COVID-19 pandemic. It triggered the need to shape high-quality, transparent internal communication in the enterprise (Li, Sun, Tao, Lee, 2021), which is also indicated by respondents who, among the areas of consequences of changes or difficulties in connection with such a crisis situation, distinguished the process of communication in the enterprise/organization between employees. Thanks to this, employees can be significantly supported, thus influencing the reduction of their sense of uncertainty. This is important due to building and maintaining proper relationships with business partners, which, as the research shows, have weakened. In order to increase organizational resilience, which was very important in terms of ensuring the organization's durability in the era of COVID-19 (Ngoc et al., 2021), it was worth taking actions to improve the employee management process. Shaping the right employee attitudes can significantly affect the creation of strong pillars of enterprises not only in times of crisis but also in "normal" conditions of their functioning. The practical dimension of the research carried out can be seen in the area of improving human capital management, because: "It is human capital, i.e. the knowledge, skills and abilities of employees, that are a strategic element in building the competitive advantage of the organization" (Gross-Gołacka, Jefmański, Spalek, 2019, p. 184), also in the face of challenges. Recommendations for management staff in the face of serious changes, as was the case with the pandemic, a specific example of a crisis of a global nature, may be as follows:

1. Attention to shaping authenticity and consistency in the behaviour of management staff, which gives people a sense of predictability and builds relationships based on trust. This is also supported by the development of efficient communication, including an indication of the understanding of the context of the message by recipients – lower-level employees and receiving feedback (this is about feedback) (Prokopowicz, Drzewiecki, 2021, pp. 153-155).
2. The panacea for crisis management in teams, organizations/enterprises is to strive to “(...): develop a culture of long-term relationships and mutual kindness” (Prokopowicz, Drzewiecki, 2021, p. 30).
3. Treating employees subjectively, which will ensure success in the process of fighting any crises, such as the pandemic.
4. Implementing programs that shape well-being in the organization, among the others, by improving safety at work, developing social competences of employees (building positive relationships), developing competences related to coping with stress, or shaping clear procedures in the workplace (Staszkiwicz, Klimkiewicz, Beck-Krala, 2023).
5. Due to the fact that, as stated by M.A. Jaworek, T. Marek, W. Karwowski, (2020, p. 1): “Interest in the field of emotions in the workplace continues to grow. It is worth considering conducting research on affective states in organizational settings – “exists for the examination of affective states in organizational settings”, as this can provide valuable information on the perception of conditions and relations prevailing in the enterprise/organization.
6. Faster exchange of acquired practical knowledge in the field of navigating the world of new technologies, organizing various types of training in this field.
7. The management staff should place great emphasis on improving internal communication, also in terms of compliance with the principles of information flow security, which will also have a positive impact on shaping relations with broadly understood external stakeholders.
8. It should be remembered that employee satisfaction will pay off (also in such exceptionally difficult situations for the company) by shaping increased integrity of internal customers – employees and contributes to the increase in the effectiveness of programs that help build the satisfaction of external customers – final recipients – customers.
9. Considering the possibility of organizing work in the enterprise based on the idea and recommendations of smart working (Villa, 2021).
10. Considering the important direction of development of contemporary organizational models towards “increasing the importance of knowledge resources at the expense of material resources” (Sitko-Lutek, Skurzyńska-Sikora, 2016).

11. Ensuring proper shaping of the strategy and its continuous updating, because as A. Koźmiński, D. Jemielniak, D. Latusek-Jurczak, A. Pikos (2023, p. 155) state: “The strategy is intended to prevent costly and ineffective development due to crisis and to spare sudden shocks and revolutions”.
12. Many problems noted in crisis situations can be solved by cooperating with the environment. Taking action in this area requires “listening” to its needs, building a map of stakeholders and also being guided by values oriented towards creating a good of a general social nature. This will ensure the creation of a “bridge” connecting the realities of today with the future vision of the enterprise’s development.

Further research may be aimed at demonstrating what differences exist in the perception of the workplace in crisis situations of endogenous and exogenous origin in the context of building intra-organizational relations with respect to representatives of different age groups, which can be related to the division into generations X, Y, and Z.

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