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DETERMINANTS OF PERSONNEL POLICY IN THE PROCESS OF MANAGEMENT OF FINANCIAL AND ECONOMIC SECURITY OF BUSINESS ENTITIES

The guidelines of the personnel policy of Ukrainian enterprises have been developed, aimed at ensuring their financial and economic security in the modern competitive environment full of risks and taking into account those tendencies that accompany the development of domestic business entities. The place of the personnel policy in the set of documentary support of the organization of work with the personnel of the enterprise is established, the existing approaches to understanding the essence and role of the personnel policy in the organization of the process of managing the activity of economic entities are summarized and specified, the list of determinants of the personnel policy in the process of financial and economic security management is specified.

Keywords: *personnel policy, personnel, management, financial and economic security, threats, risks.*

Introduction. Personnel policy plays an important role in the processes of modern business development. Human resources are the very factor that determines the competitive advantage of many enterprises in the modern markets of goods and services. At the same time, personnel is one of the assets of the business entity that act as a source of risk for its operations. In particular, the activities of insiders, theft, loss, distortion of information, its use for the benefit of competitors, etc., have repeatedly caused the raider seizures of enterprises, their leadership level loss and their loss of business reputation, image, decrease in the level of market value and so on. Effective, strategically organized work with company staff, use of modern methods of ensuring the reliability of staff at all stages of personnel management – from the moment of searching for a candidate till the dismissing an employee for one reason or another – a pledge of personnel security of the company, which is recognized by specialists as one of the most important functional components of its complex system of financial and economic security. Thus, personnel policy is an element of documenting of business security organization. However, personnel policy development from a security-oriented perspective is more of an exception than a rule. That is why exploring the possibilities of transforming traditional approaches to the creation and the use of personnel policy by business management in the interests of business in order to guarantee those interests of stakeholders associated with maintaining a high level of economic security of business entities, is a relevant scientific and practical task.

Literature review. The role and importance of staffing of various aspects of financial and economic activity of business entities are investigated in the works of many domestic and foreign scientists. In foreign scientific publications, much attention is paid to the HR policy as to one of the vectors of company's corporate resources management. Thus, the source [1] investigates the impact of human resources management policy on the results of an entity's operational activities; in the source [2] the team of authors attempt to modernize the personnel policy with the help of the innovative management tools. Changes in personnel policy should be made taking into account the trends of the environment and, accordingly, the type of economic structure that is inherent in the national economic system within which an enterprise, institution or organization conducts its activities [3]. In addition, personnel policy must inevitably reflect the peculiarities of the functioning and strategic goals of the evolution of a particular entity to meet the needs of which it was developed [4], and should be directed to the development of human resources with the understanding of its importance for the effective operation of the enterprise in the long term [5].

More accurately than their foreign colleagues, Ukrainian scientists trace the link between the processes of personnel management and ensuring the personnel component of the system of financial and economic security. So, Zachosova N. and Zanora V. in their publications raised the issues of the role of personnel management in the system of economic and financial security of financial institutions [6], methodological aspects of personnel recruitment and management taking into account organizational risks [7, 8], formation of personnel potential of innovative development in the conditions of Industry 4.0 [9]. Herasymenko O.M. investigates the possibilities of modeling the system of personnel security of a business entity [10], the direction of development and ways of implementation of personnel policy in Ukraine are studied by Klymenko O. [11]. Some aspects of personnel policy are disclosed in the sources [12-17].

The purpose of the study is to determine the guidelines of the personnel policy of Ukrainian enterprises, aimed at ensuring their financial and economic security in the modern competitive environment full of risks and taking into account those trends that accompany the development of domestic business activity. To accomplish this goal, a number of research tasks have to be accomplished: to establish the place of personnel policy in the aggregate of documentary support for the organization of work with personnel of enterprises, to generalize and specify the existing approaches to understanding the nature and role of personnel policy in the process of managing the activities of economic entities and to clarify the list of personnel determinants while managing the financial and economic security of the companies.

Results and discussion. Understanding the essence of personnel policy is the first and fundamental step in its development process. Klymenko O. notes that "personnel policy is a set of rules and norms, goals and perceptions that determine the direction and content of work with staff" [11, p.85]. This definition does convey the very essence of the policy, however, it does not provide guidance on the tools that its developer offers to impart to its future implementers. Hlyebova A., Holovko S. insist that "personnel policy determines the basic direction in work with the personnel of the enterprise, in particular in the formation of professional competencies that would allow not only its competitiveness, but also sustainable development. Personnel policy defines the general line and basic guidelines for long-term work with staff". Thus, the connection between the strategy of the enterprise activity and its personnel policy is emphasized. Indeed, strategic guidelines for the development of a business entity must be shaped by an awareness of the available human resources and human resources potential. Senior management staff determines the strategic goals of enterprises activity, one of which should be to ensure financial and economic security, lower levels of staff are involved in achieving them in the light of their professional responsibilities.

At the national level, personnel policy is the "general direction of work with personnel, which documents the principles, ideas, requirements, forms and methods of work that allow timely ensuring the optimal balance of manning, retention of staff, its development in accordance with the needs of the company, the requirements of the current legislation and the state of the labor market" [12, p.159-160]. This approach to the definition of personnel policy implies the need to observe the principle of balancing the interests of different categories of stakeholders in the process of personnel management at different levels of economic systems. Conflict of interests of the owners of the enterprise with the representatives of the top management, power structures, staff is a fairly traditional phenomenon. If the priority of business owners is to make a profit and increase its market value, then hired management personnel are interested in the economic security of the company, which guarantees its viability, and therefore, it eliminates the risk of personal dismissal, as well as the image and business reputation of the company, as they are the result of the activity of the top – management and the reflection of correct and timely management decisions. Of course, profitability also belongs to the interests of senior management, however, since the size of their salaries is often fixed and does not depend on the performance of the company, this circumstance may well cause one of the manifestations of conflict of interest – the owners seek for maximum profit, and managers are not prepared for the excessive risk of pursuing it.

It is not enough for an enterprise to have an approved personnel policy in the form of an existing but not used document. Personnel policy must be lively, effective, flexible. "The organization of effective personnel policy at the enterprise in modern conditions is of great

importance, because well-organized personnel policy provides timely staffing of jobs, smooth functioning of production, timely development of new products, formation of the necessary level of labor potential and company staff, while minimizing costs, taking into account the interests of employees, providing opportunities for qualification growth and other benefits, formation of high motivation for high-productivity work, rational use of labor" [16, p.124]. The mentioned above results of effective use of personnel policy will help to stabilize the state of financial and economic security of the enterprise, first of all its intellectual and personnel subsystem.

Zakharchyn H., Lyubomudrova N. and Vynnychuk R. consider that the purpose of personnel policy is to "ensure the strategic competitiveness of the enterprise on the basis of staff development and maximize the use of its intellectual potential. While developing personnel policy, it is advisable to anticipate the resultant goal, which must be concrete and real, and those measures that make it possible to achieve it" [18, p.192]. Therefore, a structured document outlining the conceptual framework of an enterprise's personnel policy should set out the goals that an entity should achieve in the course of its activities through the use of human resources, as well as a set of specific actions to achieve them. In addition, it is advisable to determine the mechanisms of staff selection, to set the guidelines and requirements for the personnel of the company, their education level, qualifications, etc. Personnel policy should reflect the general concept of HR management, company ideology in the direction of development and preservation of personnel potential.

In Fig. 1 we see documentary elements recommended for modern business entities to ensure the organization of work with personnel, that also include the need for the existence of personnel policy of the enterprise as an important strategic document aimed at its safe functioning and development.

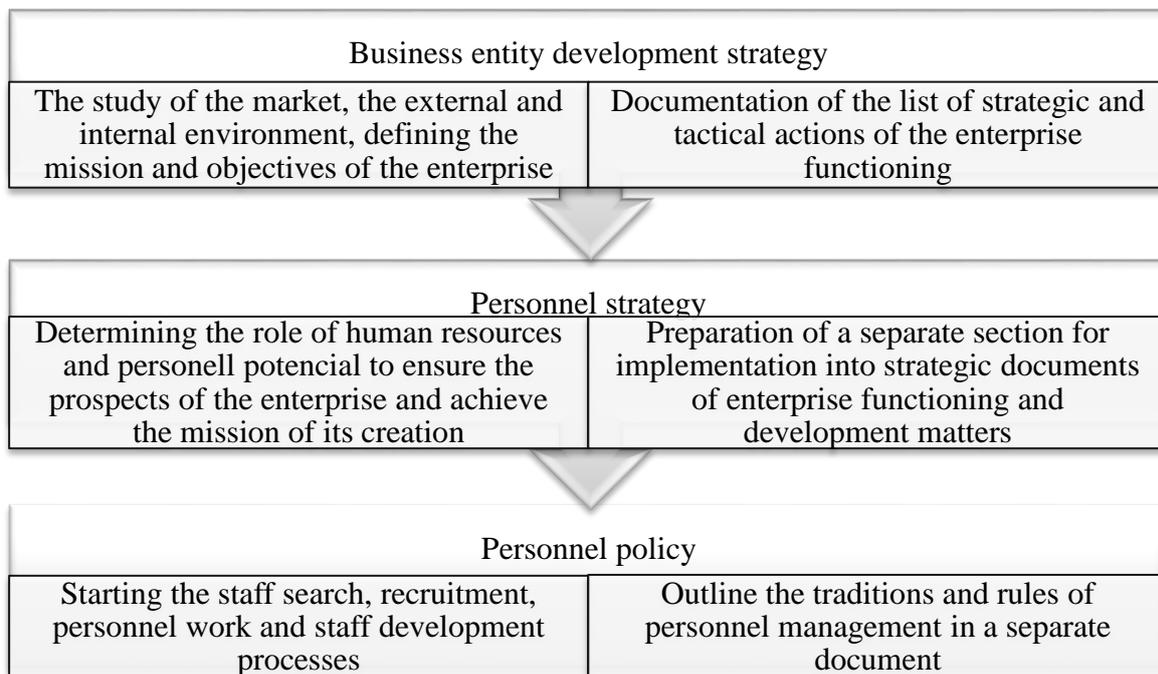


Fig. 1. The set of documentary support for the organization of work with HR in enterprises and stages of its formation

Source: compiled by the author.

For the purposes of managing financial and economic security, personnel policy should take into account personnel risks and provide possibility for procedures for identifying them. Dykan V., Hladukh M consider the effectiveness of the process of formation of personnel policy as the key to effective economic security of the enterprise. They define personnel policy as "a system of work with personnel, which combines different forms of activity and aims to create a cohesive and responsible high-performance team to realize the ability of the enterprise to respond adequately to changes in the external and internal environments" [19, p.88-89]. However, personnel policy should not be limited to the stage of formation of personnel support, but should also include the goals of

continuous improvement of staff, acquisition of new competencies, knowledge and skills in the process of professional activity. "The main task of personnel policy is to ensure the economic security of the enterprise, conducting an effective personnel process that will contribute to the development of the economy and social sphere of the organization" [19, p.92].

In our opinion, the tasks of personnel policy cannot be equated only with the set of actions aimed at staff work towards achieving and maintaining a high level of financial and economic security. Sometimes, staff are not even fully aware of their importance and role in counteracting economic threats and risks. We consider more rational the approach according to which personnel safety is recognized as a separate direction of personnel policy and implemented within the framework of personnel management of a business entity. Kavun S., Panchenko V. among the most effective methods of providing personnel security consider corporate coaching, social and psychological training, business training, business workshop, personal growth, post-training, LAB-profile, team building, storytelling, budding, collaborative training, mentoring [20, p.55].

However, this list is not exhaustive. In order for the personnel policy to be complete, it should set out procedures for initial and periodic review of staff loyalty level, outline a list of recruitment procedures, and release of persons dealing with top secret or restricted information. It is also important to record incentives for employees, at least basic incentive mechanisms or career development practices. For example, if a company seeks to follow a Japanese model of HR-management in which it is not customary for a junior specialist to lead a senior colleague, this should be reflected in the company's personnel policy.

The analysis of literary sources makes it possible to systematize existing approaches to understanding the nature and role of personnel policy in organizing the process of managing the activity of economic entities (Fig. 2).

Functional	•Personnel policy - an orderly set of functions for organizing, evaluating and managing the human resources
Strategic	•Personnel policy - an element of the enterprise development strategy, which contains guidelines for prospects for work with staff
Structural	•Personnel policy - a list of goals to ensure the effective work of staff and ways to achieve them through management instruments
Operational	•Personnel policy - a process of interrelated goals and objectives of using competencies, knowledge, skills of personnel as a resource of the enterprise.
Targeted	•Personnel policy - a system of tools and opportunities to use human resources to achieve the goals and aims of the enterprise
Complex	•Personnel policy - a complex of actions taken by top management of the enterprise to organize the effective work of staff for the benefit of the company

Fig. 2. Existing approaches to understanding the nature and role of personnel policy in organizing the process of managing the activity of business entities

Source: compiled by the author.

In order to achieve the goal of personnel policy, it is necessary that its provisions cover several consecutive stages of work with the personnel – staff searching (not only for hiring, but also for formation of personnel reserve of the proper quality for filling vacant positions promptly if necessary), recruitment (carrying out analysis of questionnaires, surveys, interviews, professional assessment of candidates' knowledge and skills in the workplace, determining the parameters of

making a positive or negative decision on hiring), staff adaptation (counseling, psychological support, mentoring practices), staff training (professional trainings, workshops, internships and other forms of acquiring new knowledge and skills), staff incentives (tangible and intangible incentives, conditions and procedure for obtaining them, career traditions), dismissal and retirement of employees (transfer procedures, work with dismissal of employees who had access to confidential data and corporate secrets, mechanisms of accordance the interests of the employer and the dismissed employee). Personnel policy should not be too detailed. There should be room for situational management decisions, reactions to situations that cannot be foreseen in advance.

In an annual report on determining the level of information security on a global scale, 9 out of 10 priority types of threats to its state (Phishing, Malware, Cyberattacks (to steal money), Fraud, Cyberattacks (to steal IP), Spam, Cyberattacks (to disrupt), Espionage, Internal attacks) [21, p.9] are initiated or prevented or controlled by companies' own staff. That is why we believe that the emphasis of personnel policy of modern enterprises, given into account the conditions of their functioning, should shift towards counteracting personnel risks. Personnel policy should not only be subordinated to the task of ensuring the profitability of the enterprise, but also to guarantee its personnel security through mechanisms of HR-management. Minimizing losses from the implementation of personnel threats will enhance the financial and economic security at a specific point in time and in the future. However, if the personnel policy of an enterprise does not serve the needs of managing its financial and economic security, it must be transformed. Personnel policy in the management of financial and economic security is a set of interrelated actions aimed at ensuring the efficiency of personnel, the level of which will be sufficient to minimize the personnel risks and threats to the state of financial and economic security of the enterprise (Table 1).

Table 1

Determinants of personnel policy in the process of managing the financial and economic security of business entities

Personnel policy pillar	Actions within personnel policy realization	Possibilities of providing influence on financial and economic security
Staff search and recruitment	Following the ICLE principle – to find initiative, competent, loyal employees with the necessary educational degree and specialty. Use of proven recruiting sources.	The recruitment process requires additional costs, however, an efficient and high-quality human resource ensures the competitiveness of the enterprise, the continuity of its operation and personnel support for the functioning of the financial and economic security system
Staff training and adaptation	Forming a model of personnel behavior aimed at efficient and responsible use of financial and economic resources	Minimize staff errors in the performance of job responsibilities that can lead to financial and reputational losses
Staff evaluation	Establishing staff inclination to fraudulent activities, fraudulent performance of their duties, insider actions	Preventing theft, spoofing, selling information or other types of corporate resources or using them to meet one's own needs
Ensuring staff reliability	Creating comfortable conditions and atmosphere for work, ensuring proper remuneration, periodically assessing the level of satisfaction of employees with working conditions and determining their intentions regarding its prospects	Formation of a loyal team, in the environment of which it will be easy to identify the person who poses a threat to the state of financial and economic security of the enterprise; taking the necessary measures within the framework of security-oriented management
Staff motivation	Specify a motivation policy to encourage or punish staff, define a career model	Practice of rewards and incentives for preventing risks or properly responding to violation of financial and economic security
Staff development	Organization of trainings, professional development, promotion and support of own initiatives of the personnel in the direction of professional development, creation of conditions for LLL	Getting acquainted with responsible use of corporate resources, the policy of financial and economic security and the basics of risk management
Releasing staff	Working out the procedure of maximum satisfaction of interests of both parties during the release process	Take measures to counteract the former employee's unfair behavior with the interests, resources, or image of the business entity

Source: compiled by the author.

Based on the results of studying the experience of personnel policy of successful foreign corporations, Seysebayeva N., Hordiyenko O. offer to implement in Ukrainian enterprises innovative methods of personnel policy, such as: reforming the personnel department to the level that meets the needs of the enterprise; employee retraining; application of the latest software; implementation of robotics in working process; review of existing working conditions; motivation

[22, p.138]. However, it is foremost necessary to understand the importance of forming a loyal workforce that shares the values of the company and whose activities do not pose a threat to the financial and economic security of the entity. It is equally important to identify personnel risks in a timely manner and take action to minimize them. Thus, the adaptation of the personnel policy of domestic enterprises to the needs of managing their financial and economic security is a necessary stage of their evolution and adaptation to the external and internal conditions of the economic environment of their functioning.

Conclusions. The study of the peculiarities and determinants of personnel policy in the process of managing the financial and economic security of economic entities let us to the following important conclusions.

1. The analysis of the professional literature and the existing practice of organization of administrative processes at Ukrainian enterprises made it possible to determine the list of approaches to understanding the essence of personnel policy and, consequently, to understanding the mechanism of its development. We consider such approaches as functional, strategic, structural, process, targeted, integrated the most popular and effective.

2. Personnel policy in financial and economic security management is a set of interrelated actions aimed at ensuring the level of personnel efficiency sufficient to minimize personnel risks and threats to the state of financial and economic security of the enterprise.

3. In order to meet the needs of managing the financial and economic security of the enterprise, personnel policy should be adapted for timely identification of personnel threats and risks and appropriate counteraction to them, as well as aimed at forming and developing a loyal and effective work team, whose activity is able to guarantee the maximum level of achievement the goals of the enterprise with the least threat of loss of its financial and economic resources. Safety-oriented principles should be laid down in each column (section) of the personnel policy, which are: search and selection of staff, training and adaptation of staff, staff evaluation, ensuring staff reliability, staff motivation, staff development, staff dismissal.

Prospects for further research are contained in the plane of development of methodology for assessing the level of personnel reliability to meet the needs of modern managers of the information and analytical support of management decisions to maintain the level of personnel security of enterprises.

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ДЕТЕРМІНАНТИ КАДРОВОЇ ПОЛІТИКИ У ПРОЦЕСІ УПРАВЛІННЯ ФІНАНСОВО-ЕКОНОМІЧНОЮ БЕЗПЕКОЮ СУБ'ЄКТІВ ГОСПОДАРЮВАННЯ

Проблема. Кадрова політика відіграє важливу роль у процесах розвитку сучасного бізнесу. Кадровий потенціал, людські ресурси є тим фактором, що визначає конкурентну перевагу багатьох інноваційних підприємств на ринках товарів і послуг. Водночас, її розробка з позиції безпеки орієнтованого управління є радше винятком, ніж усталеним правилом. Саме тому дослідження можливостей трансформації традиційних підходів до створення і використання кадрової політики менеджментом підприємств в інтересах бізнесу з тим, аби гарантувати і ті інтереси стейкхолдерів, що пов'язані з підтримкою високого рівня економічної безпеки господарюючих суб'єктів, є актуальними.

Метою дослідження визначено розробку орієнтирів кадрової політики підприємств України, спрямованих на забезпечення їх фінансово-економічної безпеки у сповненому ризиків сучасному конкурентному середовищі та з врахуванням тих тенденцій, які супроводжують розвиток вітчизняної підприємницької діяльності.

Методи. У процесі дослідження використані монографічний метод і метод теоретичного аналізу. Також застосовано прийоми аналізу і синтезу. Метод узагальнення використано у процесі формування висновків за результатами проведеного дослідження.

Результати. Розроблено орієнтири кадрової політики підприємств України, спрямовані на забезпечення їх фінансово-економічної безпеки у сповненому ризиків сучасному конкурентному середовищі та з врахуванням тих тенденцій, які супроводжують розвиток вітчизняної підприємницької діяльності. Встановлено місце кадрової політики у сукупності документального забезпечення організації роботи з персоналом підприємств, узагальнено та конкретизовано існуючі підходи до розуміння сутності та ролі кадрової політики у організації процесу управління діяльністю суб'єктів господарювання та уточнено перелік детермінант кадрової політики у процесі управління фінансово-економічною безпекою компанії.

Наукова новизна. Для забезпечення потреб управління фінансово-економічною безпекою підприємства кадрова політика має бути адаптованою для своєчасного виявлення кадрових загроз і ризиків і належної протидії їм, а також спрямована на формування і розвиток лояльного і ефективного у роботі трудового колективу, діяльність якого здатна гарантувати максимальний рівень досягнення цілей підприємства з найменшими загрозами втрати наявних фінансово-економічних ресурсів. Безпеко орієнтовані принципи мають бути закладені у кожен розділ кадрової політики, яких можна виокремити сім: пошук і підбір персоналу, навчання та адаптація персоналу, оцінювання персоналу, забезпечення надійності персоналу, мотивація персоналу, розвиток персоналу, звільнення персоналу.

Висновки. Аналіз фахової літератури та існуючої практики організації управлінських процесів на підприємствах України дав змогу визначити перелік підходів до розуміння сутності кадрової політики, а відтак – і до механізму її розробки. Найбільш популярними та дієвими вважаємо такі підходи, як функціональний, стратегічний, структурний, процесний, цільовий, комплексний. Кадрова політика в управлінні фінансово-економічною безпекою – це комплекс взаємопов'язаних дій, спрямованих на забезпечення ефективності роботи персоналу, рівень якої буде достатнім для того, аби кадрові ризики і загрози для стану фінансово-економічної безпеки підприємства були мінімальними.

Ключові слова: кадрова політика, персонал, управління, фінансово-економічна безпека, загрози, ризики.

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