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**THEORETICAL PRINCIPLES OF PERSONNEL SECURITY MANAGEMENT
AND COUNTERFEITING OF SOCIAL RISKS FOR ACHIEVING ECONOMIC SECURITY
OF THE ENTERPRISE**

In the article the features of personnel security management and the principles of functioning of the personnel security system of modern enterprises are examined. The characteristics of components, threats and directions of personnel security management of the enterprise are given. The algorithm of personnel security management of the enterprise is presented. Proposals for increasing the level of personnel security of enterprises through the improvement of its management mechanisms are given.

Key words: economic security, enterprise, personnel security, personnel risk, social risk, personnel, management, threat.

Introduction. Personnel is an important resource of an economic entity of any kind of economic activity, the driving force and the basis of economic potential. The staff ensures high efficiency of enterprises – on the one hand, their competitiveness and ability to maintain market position in conditions of limited material resources through their rational distribution, and on the other hand – is one of the carriers of risk, causing destructive changes in business processes and deteriorating financial results activities of economic structures. Therefore, the owners and top management of modern enterprises pay special and close attention to the issue of effective personnel management.

The tasks of enterprise personnel management are closely related to personnel security management and counteraction to social risks. The state of personnel security is determined by several areas of organization of work with staff. First, it is the existence of personnel policy as a document that defines the principles and rules of working with employees at different stages of formation and operation of the staff of the enterprise. Secondly, it is the traditions and rules of conduct in the team and with the assets of the enterprise, ways of communication, values and norms adopted by the company within its corporate ethics. Thus, there are information and documentation frameworks on the basis of which, if such a goal is set, it is possible to build an effective model of personnel

management, which will involve everyone in the process of preventing risks and threats for the economic security of the entity. Establishing effective personnel management in the face of new challenges and social instability creates an urgent need to improve the tools of security-oriented personnel management and the introduction of special risk management tools in their structure. Therefore, there is a need to update and deepen the theoretical and methodological provisions of personnel security management in the system of economic security of economic structures, which determines the relevance of the study.

Literature review. A significant number of scientific works of Ukrainian scientists are devoted to the study of various aspects of the processes of system formation and functioning of personnel security mechanisms of enterprises. Among domestic scientists in the field of personnel security management can not be ignored the publication of such researchers as A.O. Kovalenko, who studies personnel security as an element of the process of human resources management of business entities [1], Z.B. Zhyvko, who offers the conceptual foundations of personnel security management of the enterprise [2], S.V. Drach, V.O. Zanora, who study personnel management in order to generalize the methodological tools for selecting employees and take care of the formation of human resources for innovative development of Ukraine in the conditions of Industry 4.0 [3, 4], A.O. Kasych, who forms an idea of the peculiarities of personnel security management in Ukrainian enterprises through the prism of macroeconomic processes [5], S.V. Kondrateva, who explores the genesis of the concept of "personnel security" of the enterprise [6], A.V. Semenchenko, who characterizes the management of personnel security in the context of socio-economic development of the organization [7], L. Cherchuk, who clarifies the place of personnel security management in the personnel management system [8], O.F. Yaremenko, who offers the conceptual basis for ensuring the personnel security of the enterprise [9], etc. The authors of this study also previously made attempts to study the issues of personnel security management and personnel management in terms of intensification of risks, dangers and threats of the external and internal environment [10, 11].

At the same time, personnel risks continue to affect the economic security of domestic enterprises, and therefore, finding ways to solve the problem of effective personnel security management of business structures does not lose its relevance and has significant reserves for the formation of a framework of new research in this area.

The purpose of the article is to study the principles of personnel security management of enterprises and to identify ways to solve problems related to the mechanism of its provision, by justifying effective measures to combat personnel risks for the state of economic security of economic entities.

Results and discussion. The need to study personnel risks and problems of personnel security is actualized by the data of international authoritative analytical agencies. Thus, according to the results of the Global Risk Study conducted by PwC in 2020, experts found the growing need to improve the interaction between functional units involved in risk management processes (risk management services and departments, compliance, internal audit, etc.). The PwC report notes that as businesses enter the era of the Fourth Industrial Revolution (Industry 4.0), such functions are required to actively engage employees in the process of creating and maintaining business value. Risks are becoming more complex and interconnected, so without the close interaction of different departments and staff in general, the appearance of "blind" areas on the impact of risks, which may be invisible to key stakeholders of business structures is inevitable. This will jeopardize strategic, financial and operational initiatives at all levels of the organization, and may hamper the achievement of its economic interests [12].

O.F. Yaremenko identified such approaches to the interpretation of the essence of the concept of personnel security as:

– management approach, according to which personnel security is understood as a set of measures related to the effective formation and use of human resources of the enterprise in order to ensure and maintain its economic stability;

- resource approach, according to which personnel security is the level of staffing of the enterprise, quantitative and qualitative characteristics of the state of protection of the interests of all categories of its stakeholders;

- process approach, according to which personnel security is defined as a measure to prevent negative impacts on the company, its interests, resources and opportunities, the emergence and existence of which is associated with staff, its intellectual potential, organization and implementation of labor relations;

- an approach based on the understanding of personnel security as the protection of the interests of the enterprise from personnel risks; as an activity to create such conditions for the stable functioning and development of the business entity, which ensures the protection of the interests of the business structure and its owners guaranteed by law;

- system approach, in which personnel security is a characteristic of the state of the economic system, which achieves the effective functioning of all its components and subsystems, maintains the security of resources and maintains the ability to withstand social risks associated with staff activities;

- risk approach, in which personnel security is recognized as a state of protection of the enterprise from risks associated with personnel [9].

In order to form their own interpretation of the concept of personnel security, it is necessary to determine the main characteristics of its content (Fig. 1).

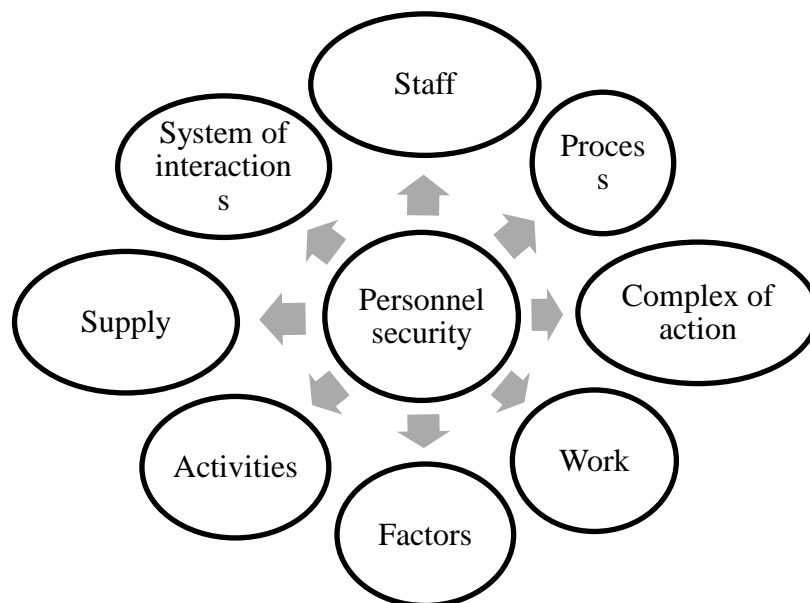


Fig. 1. Characteristics of the semantic essence of the concept of personnel security

Source: compiled by the authors

Thus, personnel security is a set of actions aimed at ensuring the process of effective and safe interaction of employees during the performance of their duties, which, on the one hand, will reduce the negative impact of external and internal factors on economic security and financial results, activities of the enterprise, and on the other – to prevent the emergence and intensification of risks associated with the actions and / or inaction of staff at different stages of his stay at the enterprise – from employment to dismissal.

The goals of personnel security management of the enterprise are shown in Fig. 2.

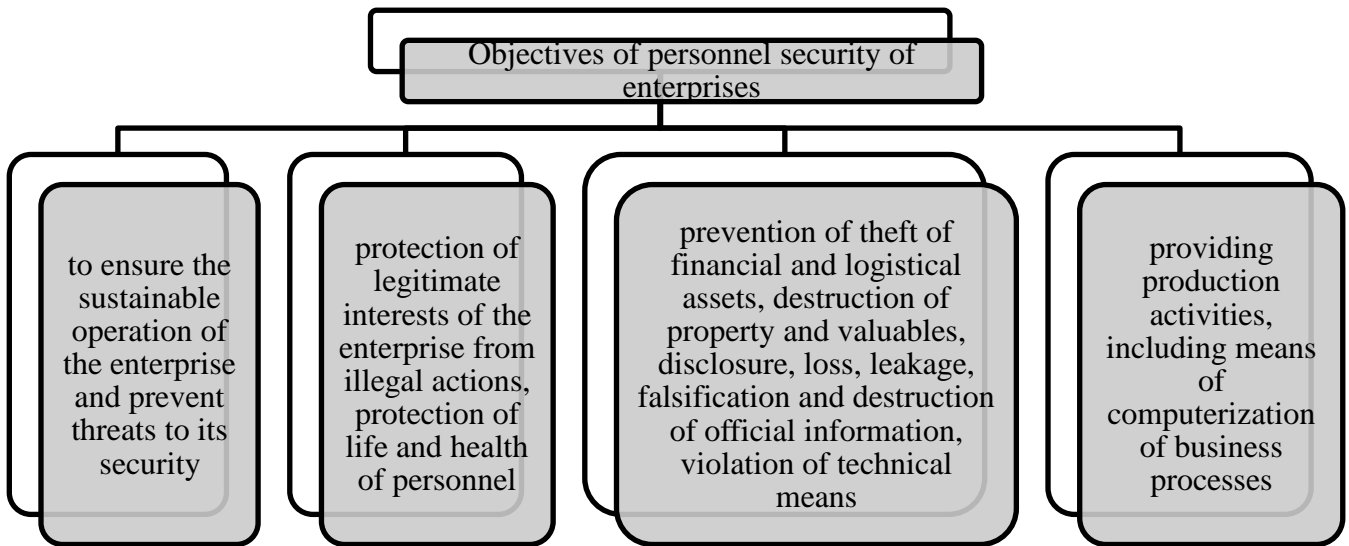


Fig. 2. The main objectives of personnel security of enterprises

Source: compiled by the authors

Personnel security of the enterprise is provided by the list of such functional components, as: life security, social and motivational security, professional security, public security, information security, legal security (fig. 3).

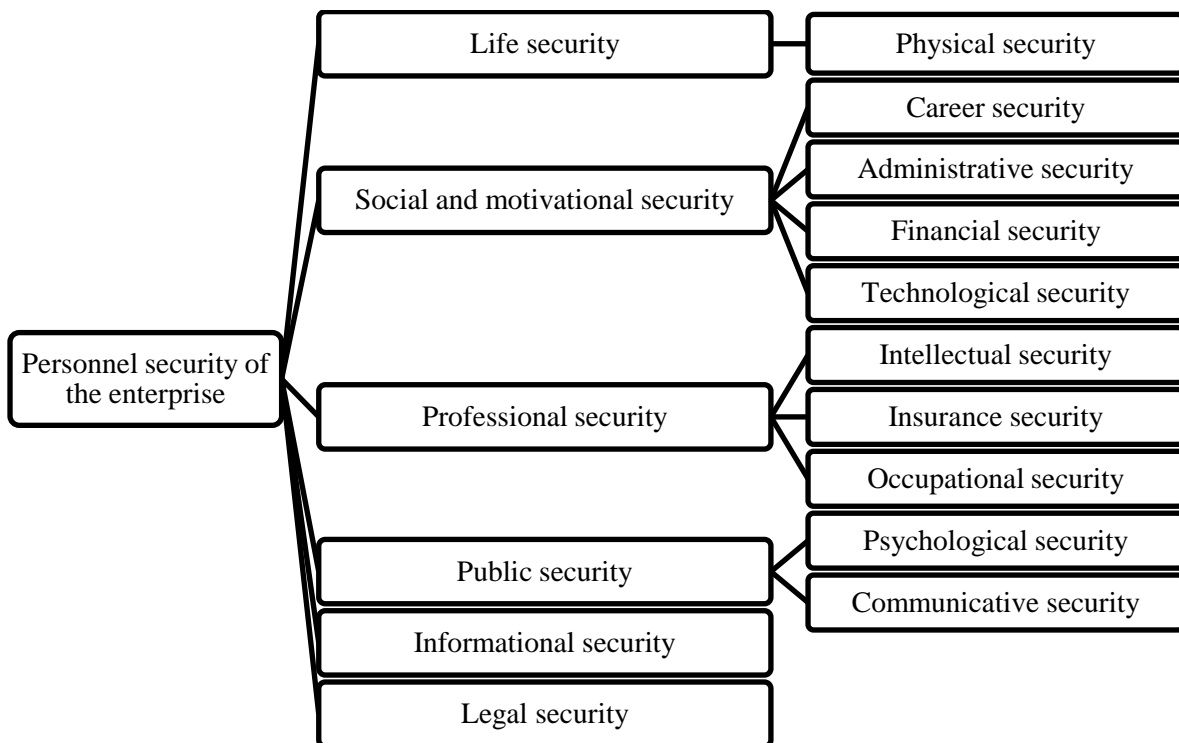


Fig. 3. Components of personnel security of the enterprise

Source: compiled by the authors

The object of personnel security of the enterprise are social risks and threats and their negative consequences, the emergence and existence of which is associated with the activities of staff. Some types of threats can cause the company not only image damage, but also have a negative financial and economic result (Fig. 4).

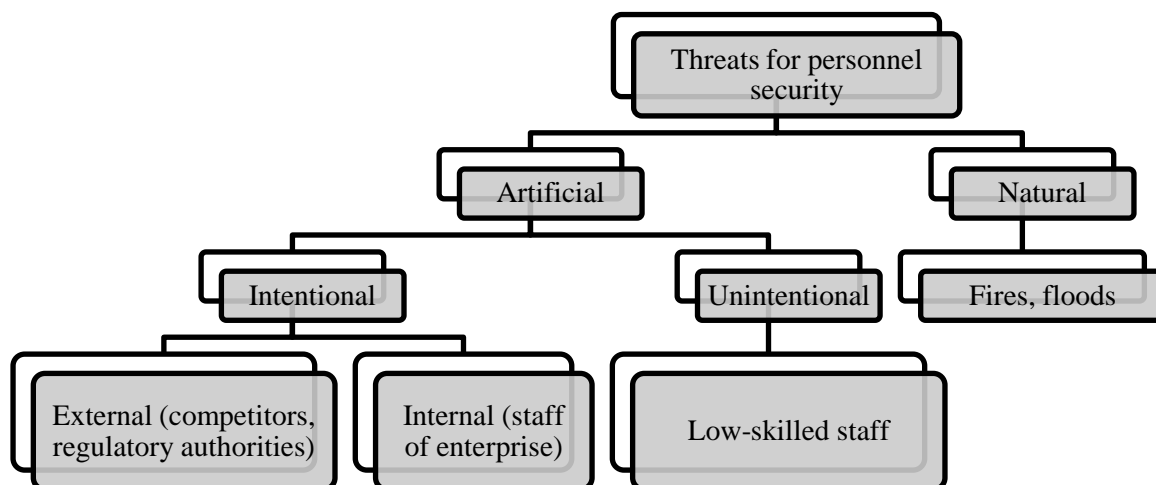


Fig. 4. The main types of threats to personnel security of the enterprise, which should become objects of managerial influence

Source: compiled by the authors

The state of personnel security and the effectiveness of the management process have a direct impact on the level of economic security of the enterprise. This assumption is confirmed by arguments that are difficult to contradict:

- actions and / or inaction of staff in some situations can cause damage to the company;
- destabilization of the staff (moral, physical – through threats, blackmail, etc.) can lead to a decrease in productivity, loss of profits by the company due to overuse of resources, sabotage, etc.;
- quantitative insufficiency and low quality of staff (lack of necessary competencies and inability to acquire them in the process of adaptation and training due to the attitude to work and personal reluctance of the employee) hinder the development of human resources and timely achievement of certain strategic goals, which will destabilize its economic security in the future.

In order to form the conceptual basis of personnel security management at the micro level, the following provisions need to be taken into account:

- personnel security is one of the functional components of the economic security of the enterprise, i.e. should be recognized as an important functional subsystem in the complex system of economic security of the enterprise, the state of which, accordingly, affects the state of the system as a whole;

- the goal of personnel security can be defined as creating conditions for ensuring the competitiveness of the enterprise through efficient and safety-oriented use of human resources and labor potential, reducing social risks, neutralizing external and internal threats to staff and processes and results of their activities;

- the level of personnel security is influenced by various factors, the source of which is the internal and external environment of the enterprise, and the catalyst – the company's staff;

- the object of the personnel security subsystem at the enterprise is the employee as an individual, team, human capital, personnel management system;

- subjects of personnel security are divided into external and internal [2, c.104-105].

The structure of personnel security management of the enterprise is graphically depicted in Fig.

5.

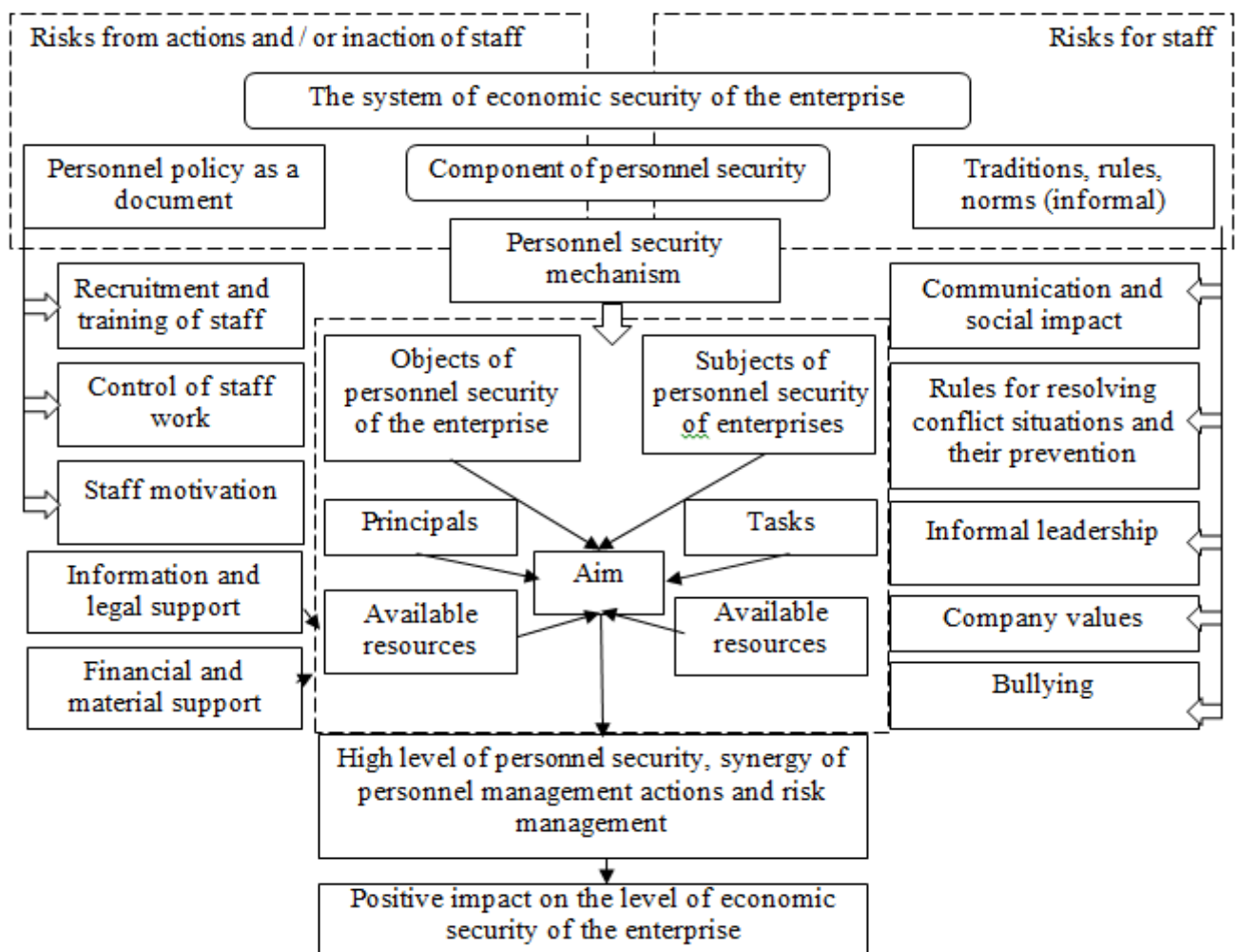


Fig. 5. Elements of the enterprise personnel security management

Source: compiled by the authors

No less important for the formation of the principles of personnel security in the economic security system of the entity is the algorithm for implementing personnel security management measures at the enterprise, their timeliness, necessity and rationality (meaning the importance of comparing resource costs for security-oriented measures and potential economic effect, which they, if successful, may have for the company). An important task for management staff is to establish a clear sequence of steps to maintain the necessary level to achieve the goal of the economic security of the enterprise level of its personnel security (Fig. 6).

Summarizing the results of the study, it can be argued that the process of protecting the company from personnel risks begins at the stage of finding and selecting employees for vacant positions. The process of personnel security management of the enterprise must be continuous and continue throughout the existence of the entity.

Conclusions. Thus, modern research shows that a high level of personnel security is difficult to achieve even with effective management methods, and the state of personnel security depends on the duration and strength of internal and external factors of the environment on its economic security system, and most of all its components related to the actions or inaction of the entity's personnel. In general, a distinction should be made between internal and external social risks to economic security. This gradation will allow top-management to properly structure management decisions aimed at counteracting the negative consequences of personnel risks, depending on the source of their occurrence. Threats to the personnel security of the enterprise are a consequence of the existence of negative trends in the macroeconomic environment of its operation, including the labor market, and are the result of systemic problems in the organization of business structures.

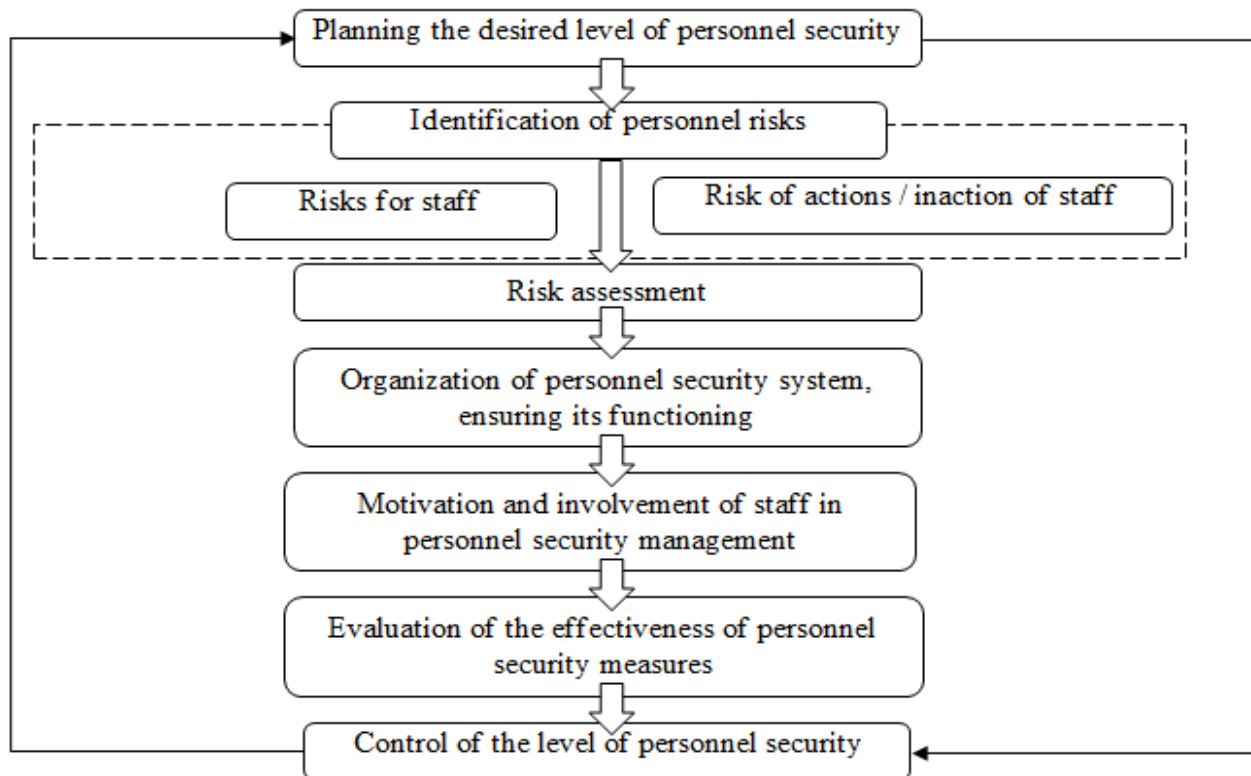


Fig. 6. Algorithm of personnel security management of the enterprise

Source: compiled by the authors

Proposals to increase the level of personnel security of enterprises through the improvement of its management mechanisms are as follows:

- the need to monitor the process and the result of work performed and conduct periodic assessments of the level of security of personnel of the enterprise;
- the feasibility of implementing an automated personnel management system, the use of a variable schedule, part-time work week; full or partial transition to remote work (in those areas of the economic process where possible);
- in the development of personnel management clear and security-oriented algorithms for selection, adaptation, motivation, dismissal of personnel;
- the need to optimize the system of social responsibility to employees of the enterprise by the owners and top management;
- the expediency of expanding the types of traditional motivation of employees, taking into account the individual characteristics, interests and needs of each team member and the need to find innovative tools to encourage staff to work effectively and actively integrate into processes to prevent risks to economic security and prevent their negative consequences;
- the need to create a favorable psychological climate in the team;
- the expediency of delegating additional rights to employees and creating opportunities for their professional development.

Implementation at the applied level of the provided proposals will allow to increase the level of economic security of domestic enterprises by preventing possible negative consequences of the impact on its state of social, in particular, personnel risks.

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ТЕОРЕТИЧНІ ЗАСАДИ УПРАВЛІННЯ КАДРОВОЮ БЕЗПЕКОЮ І ПРОТИДІЇ СОЦІАЛЬНИМ РИЗИКАМ ПІДПРИЄМСТВА ДЛЯ ДОСЯГНЕННЯ СТАНУ ЙОГО ЕКОНОМІЧНОЇ БЕЗПЕКИ

Проблема. Персонал – це важливий ресурс суб'єкта господарювання будь-якого виду економічної діяльності, рушійна сила і основа господарського потенціалу. Штат фахівців забезпечує високу ефективність функціонування підприємств – з одного боку, їх конкурентоспроможність і здатність утримувати ринкові позиції у умовах обмеженості матеріальних ресурсів, а з іншого боку – є одним із носіїв ризику, причиною деструктивних змін бізнес-процесів та погіршення фінансових результатів діяльності господарських структур. Тому власники та топ-менеджмент сучасних підприємств приділяють особливу та пильну увагу питанню ефективного управління персоналом.

Мета статті полягає у розкритті засад управління кадровою безпекою підприємств і визначення шляхів вирішення проблем, пов'язаних з механізмом її забезпечення, шляхом обґрунтування дієвих заходів протидії кадровим ризикам для стану економічної безпеки суб'єктів господарської діяльності.

Методи. У процесі дослідження використані монографічний метод і метод теоретичного аналізу. Застосовано прийоми аналізу і синтезу, графічний метод візуалізації результатів наукового пошуку. Метод узагальнення використано у процесі формування висновків.

Результати. У статті досліджено особливості управління кадровою безпекою та засади функціонування системи кадрової безпеки сучасних підприємств. Надано характеристику складових, загроз та напрямів управління кадровою безпекою підприємства. Представлено алгоритм управління кадровою безпекою підприємства. Надано пропозиції щодо підвищення рівня кадрової безпеки підприємств через удосконалення механізмів управління нею.

Наукова новизна. Надано характеристики змістової сутності поняття кадрової безпеки. Встановлено головні цілі кадрової безпеки підприємств. Визначено складові кадрової безпеки підприємства. Конкретизовано основні види загроз кадровій безпеці підприємства, що мають стати об'єктами управлінського впливу. Узагальнено елементи управління кадровою безпекою підприємства. Запропоновано алгоритм управління кадровою безпекою підприємства.

Висновки. Високого рівня кадрової безпеки важко досягти навіть ефективними управлінськими методами. Стан кадрової безпеки залежить від тривалості та сили впливу внутрішніх і зовнішніх факторів середовища функціонування підприємства на систему його економічної безпеки, і найбільше тих її складових, що пов'язані з діями або бездіяльністю персоналу. Загалом, слід розрізняти внутрішні та зовнішні соціальні ризики для економічної безпеки. Така градація дозволить правильно структурувати управлінські рішення, спрямовані на протидію негативним наслідкам кадрових ризиків залежно від джерела їх виникнення. Загрози кадровій безпеці підприємства є наслідком існування негативних тенденцій у макроекономічному середовищі його функціонування, у тому числі на ринку праці, та є результатом прояву системних проблем у організації діяльності бізнес-структур.

Ключові слова: економічна безпека, підприємство, кадрова безпека, кадровий ризик, соціальний ризик, персонал, управління, загроза.

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