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**PROBLEMS OF PERSONNEL SECURITY MANAGEMENT OF THE ENTERPRISE
AS A COMPONENT OF ITS FINANCIAL AND ECONOMIC SECURITY SYSTEM
STRATEGIC MANAGEMENT**

The article is devoted to the issue of personnel security management of the enterprise. The article using a monographic method of scientific research provides a brief analysis of publications on personnel security of the entity, identifies the subjects of personnel security management, their purpose, role and functional tasks in ensuring the personnel security of the enterprise, considers the basic principles and approaches to formation and ensuring personnel security in the economic security system of the enterprise.

Keywords: *personnel security, financial and economic security, strategic management, personnel policy, threat, personnel management personnel security management.*

Introduction. Personnel security is one of the most important and relevant problems in the system of economic security of the enterprise. The importance of ensuring personnel security covers all levels of economic relations: microeconomic, macroeconomic, intereconomic. In the general system of economic security, personnel security is closely linked to the subsystem of personnel management. The number and scale of industrial espionage have increased over the last few years. According to global evaluation criteria, it was found that about 80% of the company's damage is due to the fault of staff, of which only 20% are unaware of their fault. Every year this figure grows, and 43% of entrepreneurs are convinced that this problem will not affect them.

Literature review. A significant contribution to the development of the theory of enterprise security, personnel management and personnel risks was made by such researchers as Volyanska-Savchuk L.V, who deals with the problems of using innovative personnel technologies in personnel management in enterprises [1], Zanora V.O, Drach S.V, who offer the scientific community their own results of generalization of methodological tools for selecting employees in the context of personnel management [2] and explore the problematic aspects of the formation of human resources for innovative development of Ukraine in Industry 4.0 [3], Zachosova N.V., Who studies personnel management in the system of economic and financial security of a commercial bank [4], as well as together with Kutsenko D.M pays attention to the organization of combating crimes in the economic sphere in the system of personnel security of business entities [5], Kasych A., Medvid G., who study personnel security management at Ukrainian enterprises through the prism of macroeconomic processes [6], Kudryavtseva O.I, who takes care of the use of innovative technologies in personnel management [7], Onisiforova V.Yu. identifies modern aspects of personnel security management of the enterprise [8],

Semenchenko A.V, who studies the management of personnel security in the context of socio-economic development of the organization [9], Pugachev V.P, who considers various problems and aspects of personnel management of the organization [10], Kovalenko A., who owns the development of security-oriented approaches to personnel management [11] and others.

The purpose of the article is theoretical justification and determine methods of ensuring personnel security of the enterprise, based on improving the personnel policy of the business entity, as well as outlining the problem of personnel security management in modern economic realities and in conditions of necessity of maintenance of financial and economic safety of the enterprise.

Results and discussion. At the current stage of the economic development, personnel security plays a significant role in the system of economic security of the enterprise and the state as a whole [1, p.13]. One of the most important priorities of any enterprise is an effective personnel policy aimed at creating a single professional team of employees who have the necessary potential to achieve strategic goals, as well as maintaining the accumulated intellectual capital. Therefore, for the vast majority of interested managers there is an acute problem of creating and ensuring such personnel security, in which individual and specific requests of an individual company can be met. An important component of financial and economic security of any enterprise is the safety of personnel. Personnel safety is a set of actions that prevent the negative impact on the financial and economic security of the enterprise by minimizing the risks and threats associated with personnel and their actions or inaction. [2, c.134].

Different business processes must be protected by the necessary methods and tools. Therefore, the company's corporate security system includes three main subsystems, interrelated (fig. 1).

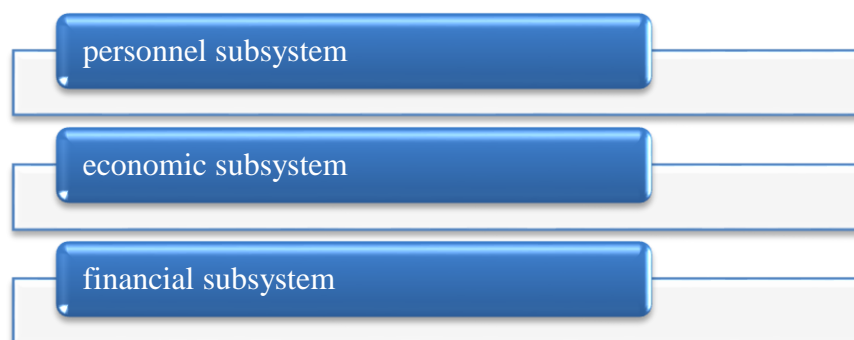


Fig. 1. Corporate security system: main levels

Compiled by the authors

The strategic goal of personnel security is the stable development of human resources of the business entity as its most important intellectual and professional resource, which ensures the achievement of high rates of socio-economic development and sustainable competitiveness of the enterprise.

The applied basis of personnel security is highly qualified prevention and punishment of threats from staff, as they negatively affect the state of the enterprise.

Since personnel security is aimed at identifying and eliminating threats to the enterprise, it can be determined that threats (Fig. 2) are circumstances that negatively affect the state of the personnel functional component of the financial and economic security system.

There are two types of threats:

1. External threats to personnel security are the negative effects on the state of staffing and human resources of the enterprise, the source of which is its external environment. As a rule, their existence and influence do not depend on the consciousness and will of employees, which harm financial and economic security through coercion or desire to satisfy their own financial interests. Such threats include:

- headhunting;
- pressure on the company's staff;
- a system of staff motivation of competitors, which is better than in a particular company;
- external liabilities of the company's staff.

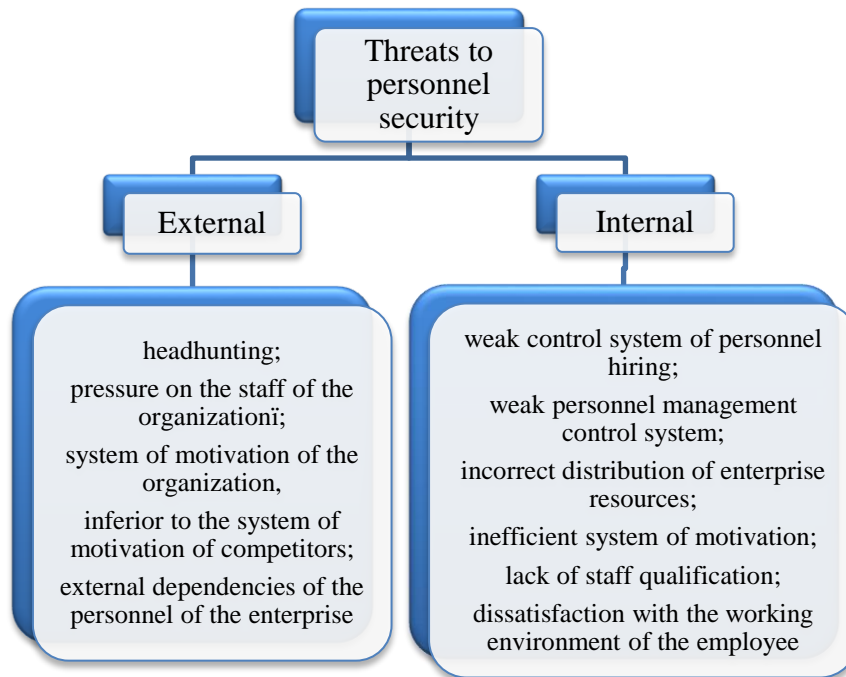


Fig. 2. Main threats to personnel security

Compiled by the authors

2. Internal threats are intentional or careless actions of the personnel, which entail a number of negative consequences for the activity of the enterprise and the state of its financial and economic security. Such threats include:

- weak control system when hiring;
- weak control system of the personnel management process;
- incorrect distribution of enterprise resources during the organization of the work process;
- inefficient system of motivation;
- lack of staff qualification;
- employee dissatisfaction with working conditions;
- lack of career prospects.

Analysis of publications that raise issues of personnel security of the enterprise, it is possible to offer a classification of factors influencing its management (Table 1).

Table 1

Classification of factors influencing the management of personnel security of the enterprise

Factors	Types
External	- legislative and regulatory; - economic; - competitive.
Internal	- administrative; - financial; - protective.

Source: compiled by the authors

Personnel security indicators are quantitative characteristics of the state of personnel that determine the level of protection of the enterprise from internal and external threats. It is not so much the indicators themselves are important for personnel security as their threshold values [4, p.82].

A survey of top managers of domestic enterprises on whether they faced in their practice real threats to personnel security and what exactly were these threats allowed to obtain the following results (Table 2).

Table 2**The results of a survey of top management of domestic enterprises on the existence of threats to their personnel security and their impact on the state of financial and economic security**

Questions	Answer options			
	Yes, occasionally	Yes, periodically	No	I do not know about it
Were there any cases of personnel security violations in the company's activities?	25%	60%	10%	5%
Does the company have a personnel security policy or similar document?	Yes	Has a personnel policy	Personnel security is included in the risk management policy	No
	5%	30%	35%	30%
What threats to staff are most real?	Threats from competitors	Defects in the organization of technical safety	Low level of personal data protection	Overload of responsibilities
	89%	12%	68%	37%
What are the threats to the company from staff?	Theft	Unscrupulous performance	Damage to property	Information leak
	85%	76%	59%	91%
Assess the strength of the impact of personnel threats on the state of financial and economic security	Slight impact	Tangible impact	Strong impact	Catastrophic impact
	10%	40%	25%	25%

Source: compiled by the authors on the results of surveys

Depending on the type of economic activity and size of the enterprise and in accordance with the actual and normative values of its technical and economic indicators and the magnitude of their deviation from the normative values of existing indicators, the state of personnel security of the enterprise can be described as:

a) normal when the personnel security indicators are within the limits;

б) pre-crisis, when the value of at least one of the indicators of personnel security is below normal, and others have approached the lower limits of their thresholds, but have not lost the opportunity to improve working conditions and results of staff by taking existing and potential threats of preventive measures;

в) crisis, when the values of most basic indicators of personnel security go beyond the lower threshold of normal value and there are signs of irreversibility of the decline in production and partial loss of human resources;

г) critical, when the values of all indicators of personnel security are below the normal level, and partial loss of human resources becomes inevitable and inevitable.

Thus, the indicator approach to assessing the personnel security of the enterprise will not only assess its condition, but also to identify which of the elements has the greatest impact on the state of the subsystem as a whole and requires priority intervention.

There is no doubt that all the above external and internal threats have a negative impact on personnel security. Therefore, the specialists of the personnel department must constantly work to improve the work with staff in order to ensure personnel security.

Personnel security in the organization is provided, first of all, by the personnel department. The activities of this department cover the process of finding specialists and ending with the process of their dismissal, of course, in this regard, there are problems of various kinds, the solution of which are specialists in personnel management. The state of financial and economic security of the enterprise depends on the quality of work performed. All personnel management functions are interconnected, and together are an effective means of interaction with personnel and staff security.

To work effectively on personnel security management, the personnel management service or the relevant structural unit must have access to information such as personal data of employees, actively participate in the formation and development of corporate culture, strategic planning of financial and economic security of the enterprise, in personnel policy development.

The most dangerous for the state of personnel security are the following cases.

First, the replacement of vacancies by employees who came from other organizations.

Secondly, ignoring the personal qualities of the applicant, ie in the selection of personnel should be used methods that confirm not only professional qualities but also personal.

Third, the employer should not to conduct a staff reduction. to satisfy personal interests.

Fourth, it is not necessary to promote the formation of relations of fierce competition between employees. Fifth, it is not advisable to use regular salaries that do not depend on the current performance of the employee. In general, the state of personnel security is achieved if the company is fully provided with highly qualified and reliable staff.

Personnel security management plays an important role in the strategic management of the enterprise, in particular in the context of its financial and economic security management. Minimization of personnel threats and risks that actions or inaction of employees create for the company's assets, resources, business reputation, etc., prevention of their occurrence, should be separated by top management in one of the strategies of financial and economic security of the entity. Thus, personnel security meets the following strategic goals of modern domestic enterprises:

- formation of staff loyal to the company;
- creation of a personnel reserve of appropriate quality for prompt response to staffing needs;
- ensuring the reliability of staff in the process of their work on the way to achieving the financial and economic interests of the enterprise;
- finding a balance between the personal goals of employees and the goals of enterprise development and the purpose of its creation and operation;
- integration of personnel into the system of corporate culture of the enterprise;
- formation of a responsible attitude of employees to financial and economic risks and awareness of their consequences for the company;
- formation of a culture of responsible attitude of staff to the resources and assets of the enterprise in the process of their use.

Conclusion. In the course of the research the analysis of definitions was carried out: "personnel security", "economic security", "personnel risks". From the objective and functional point of view, the term "corporate security of the enterprise" is characterized by the state of protection of vital interests of the company from various threats, which guarantees the effective use of corporate resources to ensure the company's activities and its dynamic development. Based on the study, the definition of personnel threats was derived. It is revealed that there are two types of personnel threats: external and internal, and on their basis the main factors influencing the provision of personnel security in the system of financial and economic security of the enterprise are considered. The most important factor in the successful operation of the enterprise is the selection of high quality and reliable staff.

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ПРОБЛЕМИ УПРАВЛІННЯ КАДРОВОЮ БЕЗПЕКОЮ ПІДПРИЄМСТВА ЯК КОМПОНЕНТ СТРАТЕГІЧНОГО УПРАВЛІННЯ СИСТЕМОЮ ЙОГО ФІНАНСОВО-ЕКОНОМІЧНОЇ БЕЗПЕКИ

Проблема. Кадрова безпека є однією з найбільш важливих і актуальних проблем в системі економічної безпеки підприємства. Важливість забезпечення кадрової безпеки охоплює всі рівні економічних відносин: мікроекономічні, макроекономічні, інтерекономічні. У загальній системі економічної безпеки кадрова безпека тісно пов'язана з підсистемою управління персоналом. За останні кілька років зросли кількість і масштаб виробничого шпигунства. За загальносвітовими критеріями оцінки виявлено, що близько 80% збитку підприємства відбувається з вини персоналу, з них тільки 20% не підозрюють в цьому свою провину. З кожним роком цей показник зростає, при цьому 43% підприємців переконані, що дана проблема їх не торкнеться. Водночас, розробка стратегії

Метою статті є теоретичне обґрунтування та визначення методів забезпечення кадрової безпеки компанії, заснованих на вдосконаленні кадрової політики господарюючого суб'єкта, а також окреслення проблеми управління кадровою безпекою підприємства у системі стратегічного управління фінансово-економічною безпекою підприємства, установи, організації.

Методи. У процесі дослідження використані монографічний метод і метод теоретичного аналізу для виявлення основних категорій загроз для кадрової безпеки вітчизняних підприємств. Застосовано прийоми аналізу і синтезу, графічний метод візуалізації результатів наукового пошуку для спрощення сприйняття поділу загроз кадровій безпеці на два основні великі види – внутрішні і зовнішні. Метод узагальнення використано у процесі формування висновків за результатами проведеного дослідження..

Результати. Стаття присвячена питанню управління кадровою безпекою підприємства. У статті із використанням монографічного методу наукового дослідження проведено короткий аналіз публікацій з питань забезпечення кадрової безпеки суб'єкта господарювання, визначаються суб'єкти управління кадровою безпекою, їх мета, роль і функціональні завдання в забезпеченні кадрової безпеки підприємства, розглядаються основні принципи і підходи до формування та забезпечення кадрової безпеки в системі економічної безпеки підприємства.

Наукова новизна. У процесі дослідження проведено аналіз понятійно-категоріального апарату визначень: «кадрова безпека», «економічна безпека», «кадрові ризики» і на їх основі було конкретизовано визначення кадрових загроз. Також в ході аналізу виявлено, що існує два види кадрових загроз: зовнішні і внутрішні, і на їх основі розглянуті основні чинники, що впливають на забезпечення кадрової безпеки в системі економічної безпеки підприємства.

Висновки. Управління кадровою безпекою відіграє важливу роль у стратегічному управлінні підприємством, зокрема у контексті управління його фінансово-економічною безпекою. Мінімізація загроз персоналу і тих ризиків, які дії чи бездіяльність працівників створюють для активів підприємства, його ресурсів, ділової репутації, тощо, попередження їх настання, мають виокремлюватись топ-менеджментом у один із розділів стратегії забезпечення фінансово-економічної безпеки суб'єкта господарювання.

Ключові слова: кадрова безпека, фінансово-економічна безпека, стратегічне управління, кадрова політика, загрози, управління персоналом, управління кадровою безпекою.

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