

T. MOMOT, ZHANG HAOUYU, D. MOMOT

ENSURING PERSONNEL SECURITY OF INDUSTRIAL ENTERPRISES UNDER CONDITIONS OF ENVIRONMENTAL CONFLICTS

The **subject** of research of the article is theoretical and methodological approaches to the personnel security of enterprises of the industry provision in a conflict environment. The goal is the substantiation of scientific and theoretical provisions and development of practical recommendations for improving the provision of personnel security for industrial enterprises in a conflict environment. **Objectives:** the essence and the basic elements of personnel safety of the enterprise as object of management in the conditions of occurrence of conflicts are defined; of the system of indicators of the assessment of the state of personnel security at industrial enterprises is analysed; the indicators of the assessment of the personnel security status have been researched, the personnel safety profiles have been constructed on the example of industrial enterprises; an integral index of the personnel security of industrial enterprises is defined; ways of countering threats to ensure personnel security of the enterprise are improved. It is used general scientific **methods**, such as: system analysis, structural analysis, methods of financial and economic and statistical analysis, graphical and analytical methods for visualization of research results. The following **results** are obtained. The article presents the methodical approach developed by the authors to the definition of the integral index of personnel security of enterprises of the industry, which is based on a comprehensive assessment of the indicators of financial and economic activity of enterprises and indicators of the personnel system efficiency. By organizing indicators for assessing the status of personnel security, 32 indicators have been selected based on the components of personnel security, namely, socio-motivational safety, occupational safety, non-conflict security and safety of life. The personnel security profiles of the enterprise were built and the group of industrial enterprises was grouped according to the profile of personnel security with interval characteristics, taking into account the state of personnel security in a conflict environment. The applied part was realized by performing calculations using the example of the industries of the Kharkov region selected for research. **Conclusions.** The article investigates the system of personnel security and the basis of its provision at the enterprises of the industry. The authors analyze different approaches to the interpretation of the category "personnel security" and proposed their own definition of this concept. Personnel security is considered as a synthetic category of economic theory, personnel management, sociology of management and labor economics, and is defined as the activity to create conditions for the stable functioning and development of an enterprise, which ensures the protection of the interests of the enterprise from the risks and threats associated with its own personnel and the personnel themselves from internal and external threats such as blackmail, revenge on competitors, attacks on the lives and health of employees etc. Based on the conducted calculations, the existing level of personnel security was analyzed and the recommendations for countering the threats to personnel security have been developed on the example of selected enterprises for the Kharkiv region industry. The proposed measures allow to increase the efficiency of the activity and reduce the risks from the criminal actions of employees.

Keywords: personnel security, conflict environment, industrial enterprises, integral indicator of personnel security of enterprises of the industry, personnel security provision, personnel security profiles of the enterprise.

Introduction

Under conditions of integration of Ukrainian economy into the world economic space, the priority is given to ensuring the economic security of enterprise operation, the protection of enterprises and capability to meet internal and external influences and threats related to personnel. Changes in the external and internal environment of an enterprise caused by the globalization of markets are characterized by shifts in job structure and employee demographics, by focusing on high income of owners, rapid and continuous organizational and technological changes, by the increase of a number of collective labour disputes and the rise of the level of responsibility of enterprise managers for self-made managerial decisions. Negative changes in the increase of risks and threats related to personnel lead to the appropriateness of improving the process of personnel security ensuring, which is determined as the capability of an enterprise to prevent risks and threats associated with personnel, its intellectual potential, the organization of labour, and labour relations in general.

According to the data of Grant Thornton International Business Report, nowadays more than 40% of companies suffer from economic crimes, losing as much as 7% of their profits as a result of plundering; that means that the management constantly have to make

adaptive solutions aimed at tackling staff misdoings under conflict environment.

Therefore, the study of issues related to ensuring personnel security of enterprises in the context of conflict environment is relevant and timely.

Analysis of literary sources and problem statement

Personnel security has always been a sophisticated and many-sided concept. Reputed foreign and Ukrainian scientists contributed greatly to the study of the theory and practice of personnel security, among them are: O. Baranovsky, I. Blank, V. Heyets, R. Datsko, O. Zakharov, M. Kamlik, N. Kizim, T. Klebanova, I. Mahonich, V. Muntian, G. Nazarova, V. Ponomarev, I. Pisarevsky, P. Pygunov, Y. Rudnichenko, V. Sidak, A. Semenchenko, V. Franchuk, O. Chernyak, S. Scarlet.

Theoretical and practical studies conducted by Ukrainian and foreign scientists make it possible to conclude that some issues of personnel security analysis of an enterprise are not sufficiently worked out, there does not exist the agreement in selecting indicators that comprehensively characterize the level of personnel security and its impact on the enterprise efficiency; due attention is not paid to the development of personnel security system of an enterprise.

Thus, N. Schwett considers the organizational

security as the state of the organization's protection against risks and threats associated with personnel [1].

According to M. Petrov, personnel security is such a state of an organization as a social community and an individual within the organization where natural, economic and social environment as well as the internal context of a person do not have any negative impact and cannot cause any harm [2].

I. Chumarin defines personnel security "as a process of preventing negative effects on the company's economic security caused by risks and threats associated with personnel, its intellectual potential and labour relations in general" [3]. T. Vetoshkina, N. Kurshakov share this opinion. According to this approach, personnel security is considered as a process, that is, a set of certain stages that enable analyzing this activity as an interdependent chain of elements as well as formalizing theoretical models. A. Jobava and O. Chernyak reveal the concept of personnel security considering its goals: "personnel security is a set of procedures aimed at preventing illegal actions or assisting them from the side of the personnel of an enterprise" [4]. L. Goncharenko relates problems of the development of staff resources of an organization and ensuring personnel security, and considers personnel security as "the protection of social progressive interests of an organization in developing and improving its human capital, supporting an effective system of human resources management and minimizing the risks of the company related to its staffing component" [5, p. 365].

V. Heyets considers personnel security as a legal and informational support of the personnel management process: solving legal issues of labour relations, preparing regulatory documents that manage them, providing all units of personnel management with necessary information [6].

A. Myryushchenko considers the personnel security of a company as the activity aimed at creating conditions for a company's operation which ensure the protection of the company's interests against risks and threats associated with its own personnel [7]. This idea differs from other ones by the fact that personnel security is considered as an activity aimed at maintaining a guaranteed security of an organization. However, the author's position regarding the result of security which is defined as "the guaranteed protection of the interests of an organization" as well as regarding the subject of security which guarantees such a result remains unclear.

The definitions suggested by L. Lyubavsky and D. Belyaykin have similar shortcomings; these authors consider personnel security of an organization as a proper degree of its protection against any threats associated with its personnel [8, p. 12].

Such authors as M.O. Kizim and T. S. Klebanov consider personnel security as a state of protection of social progressive interests of an organization in developing and improving its human capital, supporting an effective system of human resources management and minimizing the risks of the company related to its staffing component [6].

A. Kybanov gives the most complete definition considering personnel security as "the general direction of personnel work, a set of principles, methods, forms of the

organizational mechanism for processing goals and tasks aimed at preserving, strengthening and developing personnel resources, at building a responsible and high-performance cohesive team capable to react timely to constantly changing market requirements taking into account the organization's development strategy" [9].

Summing up, personnel security should be defined as an activity aimed at creating conditions for stable operation and development of an enterprise which ensures the protection of the interests of an enterprise against risks and threats associated with its own personnel, and the personnel against internal and external threats, such as blackmailing, labour pirating, attacking the lives and health of employees, etc. It is a synthetic category of economic theory, human resources management, sociology of management and labour economics.

The analysis of personnel security definitions makes it possible to make a number of conclusions, namely: the necessity of personnel security is linked with the high level of reliability and scale of both property and non-property losses of a modern enterprise, and the causes of these losses are directly related to its personnel; most researchers associate the process of ensuring personnel security with the process of protecting the interests of an organization against threats coming from its staff.

Within the considered approaches, threats to the security of an organization from the personnel side are detailed, while threats to the safety of employees are not highlighted; approaches to ensuring the safety of personnel are often limited to solving the issues of their physical protection that means the protection against threats and attacks "from outside" (blackmailing, labour pirating, attacking the lives and health of employees).

Particular attention is paid to the external environment of enterprises operation that is characterized by a significant number of conflicts at all levels of the hierarchical structure, unfair competition, rapid growth of inflation, ineffective state regulation of economic processes. All these factors finally lead to extreme variability and uncertainty of external environment, and, consequently, to unpredictable and absurd actions taken by the representatives of the internal environment of an enterprise.

Defining the objects and subjects of personnel security, it should be noted that employees of an enterprise in this case can be positioned simultaneously both as objects and subjects of potential threats. An employee of an enterprise may be subject to such threat from the side of a competitive opponent if he is prone to damage the confidence of the employer releasing confidential information. Various methods may be used for this purpose (bribery, blackmailing, etc.). If an employee accepts an offer of a competitive opponent of his employer, his status automatically changes. This employee is not the object of threat to personnel security, he becomes its subject, while the object is the information security of the organization. An exception from this rule is the situation when property or non-property damage done to the organization by its employee is not the result of malicious intent, but irresponsibility, that is, ignoring the employer's requirements in the sphere of security. Negative risks and threats associated with staff actions can

also be considered as the object of personnel security. The security of operation of the organization is ensured by a set of measures of legal, organizational and technical nature.

The purpose and tasks of the study

The purpose of the work is to give scientific and theoretical grounds and to develop practical recommendations for improving personnel security of enterprises under conflict environment. In order to achieve the set goal the following tasks should be solved: the essence and basic elements of personnel security as an object of management under conflicts should be determined; the system of indicators of assessing the state of personnel security at industrial enterprises should be analyzed; the methodological approach to defining the integral indicator of personnel security of industrial enterprises should be developed; industrial enterprises should be grouped according to the personnel security profile of an enterprise; recommendations as for counteracting to the threats to personnel security should be developed for some enterprises of the Kharkiv region that were selected as examples.

Materials and methods of research

In order to solve the tasks, the system of general scientific and special research methods was used in the work, in particular: methods of theoretical generalization, system analysis, methods of comparative analysis, financial economic and statistical analysis and graphical analytical method.

Research results

The methodological approach to defining the integral indicator of personnel security of industrial enterprises is developed, which, unlike the available ones, is developed by determining a considerable quantity of features characterizing personnel security as a social and economic phenomenon; by aggregating selected features into one integral assessment, based on the theory of "additive value"; by determining optimal, threshold and border values of indicators; by using weighing coefficients and normalized values of indicators. The informational unidirectionality of indicators is realized by dividing them into stimulants and disincentives; using the method of

main components is also involved in the study of the original system of attributes.

The integral indicator of personnel security of an enterprise is calculated according to the formula [10]:

$$I = \sum_j b_j \times I_j \quad (1)$$

where b_j – are weighing coefficients of staff security of an enterprise.

The weighing coefficient of the j -th component is determined by examining the media of the N -th number of experts as the ratio of the score given by all the experts of the specified component to the total score.

$$b_j = \frac{\sum_{n=1}^N S_{jn}}{\sum_{k=1}^M \sum_{n=1}^N S_{kn}}, \quad (2)$$

where S_{jn} – is the assessment of the j -th component, which was given by the n -th expert;

N – is a number of experts;

M – is a number of components of the personnel security of an enterprise.

Indicators for assessing the state of personnel security were systematized and 32 indicators were sorted out; they are composed of the components of personnel security, namely, social motivational safety, occupational safety, anticonflict security and the safety of life.

The suggested methodological approach was tested at some industrial enterprises of the Kharkiv region, among them are PAT "Kharkiv machine-building factory "Sviltlo shahitarya"", VAT "Turboatom", PAT "Kharkiv bearing plant", PrAT "Kharkiv electric equipment plant", PAT "Kharkiv electrical engineering plant "Ukrelectromash", PAT "Kharkiv tractor plan named after S. Ordzhonikidze", KP "Kh.K.B.D.", PAT "Avtramat".

The obtained results show that according to the Harrington scale, VAT "Turboatom" should be noted as the company with a "high level of personnel security" (numerical estimate = 0.6497), all other enterprises have a "middle level of personnel security" (numerical estimates lie within the interval from 0.37 to 0.62) (fig. 1).

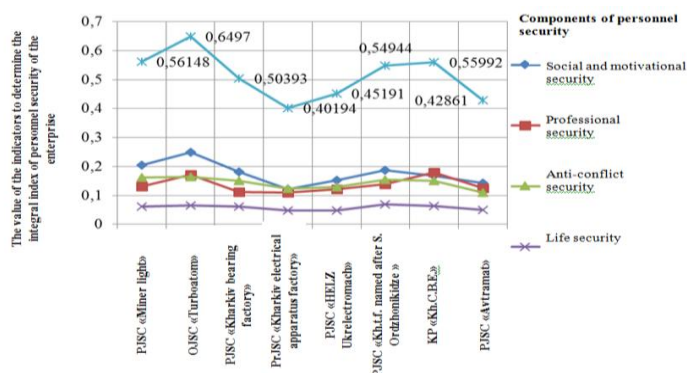


Fig. 1. Integral indicator of personnel security according to the components for the investigated industrial enterprises

The conclusion is made that the dynamics of integral indicator of personnel security should be considered. In order to monitor the state of personnel security in the course of time, personnel security profiles should be created using a number of relevant indicators and normative values of expert assessment points. Fig. 2 shows the example of the personnel security profile for VAT "Turboatom" in 2014–2015.

In order to assess the state of personnel security according to the personnel security profile of an enterprise, the average value of the indicator according to the average value of assessment points according to all indicators without considering the weight of each one should be determined.

Characteristics of the environment	Impact (+/-)	Balance score	Personnel security profile									
			-3	-2	-1	0	1	2	3			
Coefficient of personnel turnover (is 0.03713 and during a year decreased by 8.9%)	-	2										
Staffing level indicator (equals to 92.83%, decreased by 0.83%)	+	-1										
Working time fund of one employee (2004 man-hours, increased by 4,05%)	+	3										
Labour productivity (is 318 045 UAH / person, during a year increased by 34.36%)	+	3										
Production labour intensity (is 6.29 h / thous. UAH and during a year decreased by 22.63%)	-	3										
Salary budget of full-time employees (285150 thous. UAH and during a year increased by 25,82%)	+	3										
Average monthly salary (4345.74 UAH and during a year increased by 25.91%)	+	3										
Part of employees who received the minimum wages during a year (4.13% a year, decreased by 15.71%)	-	3										
Net profit / loss (profit is 582944 thous. UAH and increased by 88,74% a year)	+/-	3										
Coefficient of staff social security (0.818, during a year increased by 8.49%)	+	2										
Coefficient of availability of information resources (0.781 per year, increased by 5.49%)	+	2										
Coefficient of information security (is 0.811, during a year increased by 4.9%)	+	2										
Level of corporate culture development (is 0.591 per year, increased by 1.16%)	+	1										
Staff loyalty level (85.4%)	+	2										
Number of labour conflicts at the enterprise (5 conflicts were recorded and their number did not change during a year)	-	1										
Number of resolved destructive conflicts at the enterprise (80%)	+	2										
Coefficient of labour discipline (is 0.759, for the year increased by 4.42%)	+	2										

Fig. 2. Personnel safety profile of OJSC "Turboatom" for 2014-2015

On the basis of the performed calculations, industrial enterprises were grouped according to the established intervals of the values of the assessment points, taking into account the maximum and minimum value; recommendations for countering threats to personnel security within the specified intervals were developed (see tab. 1).

The obtained results indicate that most of the investigated industrial enterprises entered the interval that is characterized by the average level of personnel security according to the average value of assessment points (according to the personnel security profile), among them are: PAT "Kharkiv bearing factory" (-0,471), PAT "Svitlo shahtarya" (-0,471), PAT "Kharkiv electric equipment factory" (-0,118), PAT "Kharkiv tractor factory named after S. Ordzhonikidze" (0,471), which indicates a

relatively efficient management system and a stable psychological atmosphere in the team. The best situation with ensuring personnel security was recorded at VAT "Turboatom" (2,118), which indicates a high level of protection against unauthorized personnel actions. There is also a rather stable situation as for ensuring personnel security of the enterprise at KP "Kh.K.B.D."

The unstable state of personnel security was recorded at PAT "Kh.El.Eng.Plant Ukrelectromach" (-0,706). The worst situation is observed at PAT "Avtramat" (-2.176), which indicates that further escalation of the problem may lead to the enterprise bankruptcy and plundering financial and information assets, and that proper measures for stabilizing the enterprise security from the side of personnel are necessary.

Table 1. Grouping of industrial enterprises according to the personnel security profile of the enterprise

Interval	The state of personnel security	Enterprises that entered the i -th interval	Characteristics of the interval
$\{-3 \leq x_1 < -2,5\}$	critical	-	Changes according to all indicators of personnel security have a very negative trend, which can lead to the enterprise bankruptcy, plundering financial and information assets
$\{-2,5 \leq x_2 < -1,5\}$	low	PAT "Avtramat" (-2,176)	Enterprises in this sector are characterized by negative changes in the indicators of production and economic activity, which affect the level of personnel security: labour productivity is significantly reduced, labour intensity increases, labor costs are reduced as well as average monthly wages, etc.
$\{-1,5 \leq x_3 < -0,5\}$	unstable	PAT "Kharkiv electrical engineering plant "Ukrelectromach" (-0,706)	Personnel security indicators mainly change in negative direction, the state of security of information resources is unsatisfactory, some employees disagree with the actions of management and are potential subjects of personnel insecurity
$\{-0,5 \leq x_4 \leq -0,5\}$	average	PAT "Kharkiv bearing factory" (-0,471), PAT "Svitlo shahtarya" (-0,471), PAT "Kh.el,equip.plant" (-0,118), PAT "Kharkiv tractor factory named after S. Ordzhonikidze" (0,471)	The enterprises are characterized by relatively efficient management system, the average level of staff loyalty (from 40% to 70%), average staff turnover, low level of staff social security, average wages, stable level of corporate culture development, low level of conflict and a stable psychological atmosphere in the team
$\{0,5 < x_5 \leq 1,5\}$	normal	KP "Kh.K.B.D." (0,765)	Changes in the majority of personnel security indicators are mostly positive, staff is loyal, employees are socially protected, confident in future job security and stable wages
$\{1,5 < x_6 \leq 2,5\}$	high	VAT "Turboatom" (2,176)	Enterprises are developing, revenue from product sales, net profit and wages increase, but a number of conflicts decreases. The enterprise is protected against unauthorized actions from the side of personnel
$\{2,5 < x_7 \leq 3\}$	standard	-	All indicators of personnel security without exception change in a positive direction, the level of personnel security is at the highest level

Conclusions

On the basis of systematization of approaches to definition of "personnel security" the essence and basic elements of personnel security as an object of management under conflict environment are defined. Personnel security is considered as a complex multilevel system that includes the personnel security subsystem. The processes of interaction and confrontation of vital interests of an employee and the employer with threats to these interests, both internal and external, are continuously taking place in this system. At the same time personnel and the system of personnel management act as a source of threats to personnel, and a guarantee of personnel security is the balance of vital interests of all those who participate in social and labour relations. Hence, personnel security is represented as the state of the system of social and labour relations between its participants (employer, employees, state and other public institutions), which ensures the possibility of full realization and protection of their vital interests against external and internal threats due to the balance of interests of each participant of these relations as well as contributes to the efficient and harmonious development of personnel resources.

By systematizing the indicators of assessing the state of personnel security of an enterprise, the methodological approach to assessing the state of personnel security of industrial enterprises based on the integral indicator of

assessment with the use of additive multiplicative function was developed; the peculiarity of this approach is the use of methodological principles of selecting 32 indicators according to the components of personnel security, namely social motivational safety, occupational safety, anticonflict security and the safety of life.

The methodological approach involves the use of statistical data of enterprises, the method of questioning employees and calculating according to mathematical formulas in order to determine the quantitative values of the suggested indicators for developing the system of indicators of personnel security assessment of an enterprise.

The integral index is obtained by aggregating the selected features into one integral assessment on the basis of the theory of "additive value"; by determining optimal, threshold and border values of indicators; by using weighing coefficients and normalized values of indicators. Information unidirectional indicators are implemented by dividing them into stimulants and disincentives, and also by using the method of the main components for studying the original system of attributes.

Some industrial enterprises of the Kharkiv region were selected as the examples for testing the suggested methodological approach. The obtained results prove the fact that assessing and monitoring the level of personnel security at industrial enterprises under conflict environment are reasonable and practical. At the same

time, the suggested procedures for improving the efficiency of activities and reducing risks caused by personnel security system of industrial enterprises criminal activities of their employees according to the data of calculation enable increasing the

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Відомості про авторів / Сведения об авторах / About the Authors

Момот Тетяна Валеріївна – доктор економічних наук, професор, ДП "Південний проектно-конструкторський та науково-дослідний інститут авіаційної промисловості", провідний інженер, м. Харків, Україна; e-mail: tvmomot@gmail.com; ORCID: 0000-0001-7397-3565.

Момот Татьяна Валерьевна – доктор экономических наук, профессор, ГП "Южный государственный проектно-конструкторский и научно-исследовательский институт авиационной промышленности", ведущий инженер, г. Харьков, Украина; e-mail: tvmomot@gmail.com; ORCID: 0000-0001-7397-3565.

Momot Tetiana – Doctor of Sciences (Economics), Professor, SE "National Design & Research Institute of Aerospace Industries", Kharkiv, Ukraine; E-mail: tvmomot@gmail.com; ORCID: 0000-0001-7397-3565.

Чжан Хаоюй – Харківський національний університет міського господарства імені О. М. Бекетова, викладач-стажист кафедри фінансово-економічної безпеки, обліку і аудиту, м. Харків, Україна; e-mail: fremela@i.ua; ORCID: 0000-0002-5131-9551.

Чжан Хаоюй – Харьковский национальный университет городского хозяйства имени А. Н. Бекетова, преподаватель-стажер кафедры финансово-экономической безопасности, учета и аудита, г. Харьков, Украина; e-mail: fremela@i.ua; ORCID: 0000-0002-5131-9551.

Zhang Haoyuy – O. M. Beketov Kharkiv National University of Urban Economy, Trainee teacher of the Department of Financial and Economic Security, Accounting and Auditing, Kharkiv, Ukraine; E-mail: fremela@i.ua; ORCID: 0000-0002-5131-9551.

Момот Дарина Тарасівна – Харківський національний університет міського господарства імені О. М. Бекетова, Магістр кафедри фінансово-економічної безпеки, обліку і аудиту, м. Харків, Україна; e-mail: momotdaryna@gmail.com; ORCID: 0000-0002-6026-541X.

Момот Дарина Тарасовна – Харьковский национальный университет городского хозяйства имени А. Н. Бекетова, магистр кафедры финансово-экономической безопасности, учета и аудита, г. Харьков, Украина; e-mail: momotdaryna@gmail.com; ORCID: 0000-0002-6026-541X.

Momot Daryna – O. M. Beketov Kharkiv National University of Urban Economy, Master student of the Department of Financial and Economic Security, Accounting and Auditing, Kharkiv, Ukraine; e-mail: momotdaryna@gmail.com; ORCID: 0000-0002-6026-541X.

ЗАБЕЗПЕЧЕННЯ КАДРОВОЇ БЕЗПЕКИ ПІДПРИЄМСТВ ПРОМИСЛОВОСТІ В УМОВАХ КОНФЛІКТНОГО СЕРЕДОВИЩА

Предметом дослідження в статті є теоретичні та науково-методичні підходи щодо забезпечення кадрової безпеки підприємств промисловості в умовах конфліктного середовища. **Мета** – обґрунтування науково-теоретичних положень і розробка практичних рекомендацій щодо удосконалення забезпечення кадрової безпеки підприємств промисловості в умовах конфліктного середовища. **Завдання:** визначено сутність та основні елементи кадрової безпеки підприємства як об'єкта управління в умовах виникнення конфліктів; здійснено аналіз системи показників оцінки стану кадрової безпеки на підприємствах промисловості; досліджені індикатори оцінки стану кадрової безпеки, побудовані профілі кадрової безпеки на прикладі підприємств промисловості; визначено інтегральний показник кадрової безпеки підприємств промисловості; вдосконалені шляхи протидії загрозам щодо забезпечення кадрової безпеки підприємства. Використовуються загальнонаукові **методи:** системний аналіз, структурний аналіз, методи фінансово-економічного та статистичного аналізу, графічно-аналітичні методи для візуалізації результатів дослідження. Отримано такі **результати.** У статті представлено розроблений авторами методичний підхід до визначення інтегрального показника кадрової безпеки підприємств промисловості, що базується на комплексній оцінці показників фінансово-господарської діяльності підприємств та показників ефективності роботи кадрової системи. Шляхом систематизації індикаторів оцінки стану кадрової безпеки відібрано 32 індикатори, що скомпоновані за складовими кадрової безпеки, а саме соціально-мотиваційної безпеки,

професійної безпеки, антиконфліктної безпеки та безпеки життєдіяльності. Побудовано профілі кадрової безпеки підприємства та здійснено групування підприємств промисловості за профілем кадрової безпеки з характеристикою інтервалів за станами забезпечення кадрової безпеки в умовах конфліктного середовища. Прикладна частина реалізована шляхом здійснення розрахунків на прикладі обраних для дослідження підприємств промисловості Харківського регіону.

Висновки. У статті досліджено систему кадрової безпеки та основи її забезпечення на підприємствах промисловості. Авторами проаналізовано різні підходи до трактування категорії "кадрова безпека" та запропоновано власну дефініцію цього поняття. Кадрова безпека розглядається як синтетична категорія економічної теорії, управління персоналом, соціології управління та економіки праці, що визначається як діяльність по створенню умов для стабільного функціонування і розвитку підприємства, при якій забезпечується захищеність інтересів підприємства від ризиків і загроз, пов'язаних з власним персоналом та самого персоналу від внутрішніх і зовнішніх загроз, таких як шантаж, переманювання конкурентами, посягання на життя і здоров'я співробітників і т.п. При проведенні аналізу здійснено оцінку наявного рівня кадрової безпеки та надано рекомендації щодо удосконалення процесу протидії загрозам кадровій безпеці на прикладі обраних для дослідження підприємств промисловості Харківського регіону. Отримані результати можуть бути використані як інструмент протидії від злочинних дій співробітників, що сприятиме підвищенню ефективності діяльності підприємств.

Ключові слова: кадрова безпека, конфліктне середовище, підприємства промисловості, інтегрального показника кадрової безпеки підприємств промисловості, забезпечення кадрової безпеки, профілі кадрової безпеки підприємства.

ОБЕСПЕЧЕНИЕ КАДРОВОЙ БЕЗОПАСНОСТИ ПРЕДПРИЯТИЙ ПРОМЫШЛЕННОСТИ В УСЛОВИЯХ КОНФЛИКТНОЙ СРЕДЫ

Предметом исследования в статье являются теоретические и научно-методические подходы по обеспечению кадровой безопасности предприятий промышленности в условиях конфликтной среды. **Цель** - обоснование научно-теоретических положений и разработка практических рекомендаций по совершенствованию обеспечения кадровой безопасности предприятий промышленности в условиях конфликтной среды. **Задачи:** определена сущность и основные элементы кадровой безопасности предприятия как объекта управления в условиях возникновения конфликтов; осуществлен анализ системы показателей оценки состояния кадровой безопасности на предприятиях промышленности; исследованы индикаторы оценки состояния кадровой безопасности, построены профили кадровой безопасности на примере предприятий промышленности; определен интегральный показатель кадровой безопасности предприятий промышленности; усовершенствованы пути противодействия угрозам по обеспечению кадровой безопасности предприятия. Используются общенаучные **методы:** системный анализ, структурный анализ, методы финансово-экономического и статистического анализа, графико-аналитические методы для визуализации результатов исследования. Получены следующие **результаты.** В статье представлен разработанный авторами методический подход к определению интегрального показателя кадровой безопасности предприятий промышленности, базирующийся на комплексной оценке показателей финансово-хозяйственной деятельности предприятий и показателей эффективности работы кадровой системы. Путем систематизации индикаторов оценки состояния кадровой безопасности отобрано 32 индикатора, которые скомпонованы по составляющим кадровой безопасности, а именно социально-мотивационной безопасности, профессиональной безопасности, антиконфликтной безопасности и безопасности жизнедеятельности. Построены профили кадровой безопасности предприятия и осуществлена группировка предприятий промышленности по профилю кадровой безопасности с характеристикой интервалов по состоянию обеспечения кадровой безопасности в условиях конфликтной среды. Прикладная часть реализована путем осуществления расчетов на примере выбранных для исследования предприятий промышленности Харьковского региона.

Выводы. В статье исследована система кадровой безопасности и основы ее обеспечения на предприятиях промышленности. Авторами проанализированы различные подходы к трактовке категории "кадровая безопасность" и предложено собственное определение этого понятия. Кадровая безопасность рассматривается как синтетическая категория экономической теории, управления персоналом, социологии управления и экономики труда, и определяется как деятельность по созданию условий для стабильного функционирования и развития предприятия, при которой обеспечивается защищенность интересов предприятия от рисков и угроз, связанных с собственным персоналом и самого персонала от внутренних и внешних угроз, таких как шантаж, переманивание конкурентами, посягательство на жизнь и здоровье сотрудников и т.п. При проведении анализа осуществлена оценка уровня кадровой безопасности и даны рекомендации по совершенствованию процесса противодействия угрозам кадровой безопасности на примере выбранных для исследования предприятий промышленности Харьковского региона. Полученные результаты могут быть использованы как инструмент противодействия от преступных действий сотрудников, что будет способствовать повышению эффективности деятельности предприятий.

Ключевые слова: кадровая безопасность, конфликтная среда, предприятия промышленности, интегральный показатель кадровой безопасности предприятий промышленности, обеспечение кадровой безопасности, профили кадровой безопасности предприятия.

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