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MODERN TRENDS IN PERSONNEL SAFETY OF ENTERPRISES

The **subject** of the article is the study of modern trends in personnel safety of the enterprise. The **purpose** of the work is to study trends and approaches to ensuring personnel safety of the enterprise in modern economic conditions. The article solves the following **tasks**: research of economic essence of the concept of personnel safety of the enterprise; construction of the mechanism of ensuring personnel safety of the enterprise. The following **methods** are used: methods of induction and deduction – in the study of the concept of "personnel safety of the enterprise", observation and generalization – to build a mechanism for ensuring personnel safety of the enterprise, the method of scientific generalization – for the formulation of conclusions. The following scientific **results** were obtained: it was determined that the personnel safety of the enterprise is a concept more than its identification with the state of protection of the enterprise from risks and threats from its personnel. It is concluded that the safety of personnel safety of the enterprise is directed on preservation and development of its human resources, the strategy of economic security of a business entity to ensure the efficiency of all areas of its business activities in the context of risks and threats to different levels of environmental functioning. Developed a mechanism to ensure the personnel safety of an enterprise, which is the process of preserving, strengthening and development of its human resources, which is implemented in the stages of employment safety employees and safety in the sphere of the layoffs of personnel service of the business entity and its safety service with the aim of identifying bottlenecks and threats, and the leveling and elimination of problems through the transmission of information to executives for further development of measures to increase loyalty and cohesion of the team. **Conclusion**: the implementation of the mechanism for ensuring personnel safety of the enterprise will allow performing tasks to ensure its stable operation and sustainable development.

Keywords: personnel safety of the enterprise; personnel potential; personnel; mechanism of ensuring personnel safety of the enterprise.

Introduction

The functioning and development of Ukrainian enterprises is in permanent accumulation of the globalization process through the integration of our economy to the world economy. Now globalization is an integral part of life of every modern state in the world, and will continue to gain momentum. That is why each country will need to look for opportunities to take advantage of and resolve problems originating from globalization impact on all spheres of life. For Ukraine, whose economy is still suffering enough from the economic crisis of the past years and is in a state of post-crisis recession, globalization is rather negative phenomenon. The large dependence of our country from external factors of development, especially from exports, makes the national economy very vulnerable to global economic shocks. Industrialized countries are manifested the effects of globalization as a positive effect through their obtaining of additional conditions for the development of the economy using the possibility of lowering production costs and ensure its sustainability. Ukraine through its northeast observed a significant rate of slowdown of economic development. It causes need of search of ways to counteract the economy of our state for her negative consequences of globalization.

The functioning of business entities as an open system in a rigid market environment in terms of market relations is characterized by instability and constant dynamics. In such circumstances, the relationship between the competitiveness of the enterprise and its economic security is interdependent: on the one hand, a high level of competitiveness of the enterprise is the basis of a high level of its economic security, and on the other - the stability of the functioning and competitiveness of the enterprise depends on the successful organization of the economic security system. In turn, to ensure the economic

security of the enterprise, it is important to ensure the safety of each type of its activity and each functional component (finance, production, marketing, management, personnel).

Since any results of the entity's activity are provided by its personnel, we believe that the issues of personnel safety of enterprises in the current economic conditions are of particular relevance.

Analysis of the problem and existing methods

The processes of ensuring the personnel safety of the enterprise for our country are a rather new area of theoretical science. Although some steps are being taken in the practice of operating a business in this direction, all of them have little or no scientific basis and are rather applied at random, based on the experience of their management. Among the theoretical achievements of scientists in this field, in our opinion, we should mention the studies of M. Petrov, I. Chumarin, N. Shvets, L. Tomanevich, I. Vorobyov and A. Kuznetsov, O. Kirichenko, I. Shvets, A. Kilibanova, L. Kalinichenko. However, it should be noted that these works are more focused on the essential definition of the conceptual and categorical apparatus of the theory of personnel safety, its components and the separation of threats to personnel safety internal and external. Therefore, the theoretical science remains insufficiently elaborated on the tendencies and approaches of ensuring the personnel safety of the enterprise in the conditions of global and national competitive environment, as well as the internal environment of functioning.

The purpose of this article is to study trends and approaches to ensuring the personnel safety of the enterprise in the current economic conditions.

Solving of the problem

In the face of constant threats of the external environment, modern businesses are increasingly faced with the challenges of ensuring their effectiveness. This is due to the fact that occurs in the external environment events and trends of its development do not always have a positive impact on the functioning of economic entities. Individual changes in the external environment brought about by the dangers and threats of enterprise activity and, sometimes, act as the catalysts for the aggravation of his condition. So, the logical reaction to negative changes in the external environment for the enterprise is the desire to protect their activities and their positions in competitive markets. And, therefore, we are talking about ensuring economic security of business entities.

At the present stage of development of economic science in the context of the growing tendencies of globalization of the world economy, the problem of ensuring economic security is becoming increasingly important. In this case, the study of the essence of economic security is conducted in accordance with the scientific picture of the world, which means a special form of theoretical knowledge that represents the subject of research of science of a certain stage of its historical development, through which the specific knowledge that will be obtained and various fields of scientific search is integrated and systematized. To date, five scientific pictures of the world have been distinguished, within which scientific views on the problem of ensuring economic security have been developed: scholastic, mechanistic, statistical, systemic, diatropic (fig. 1).

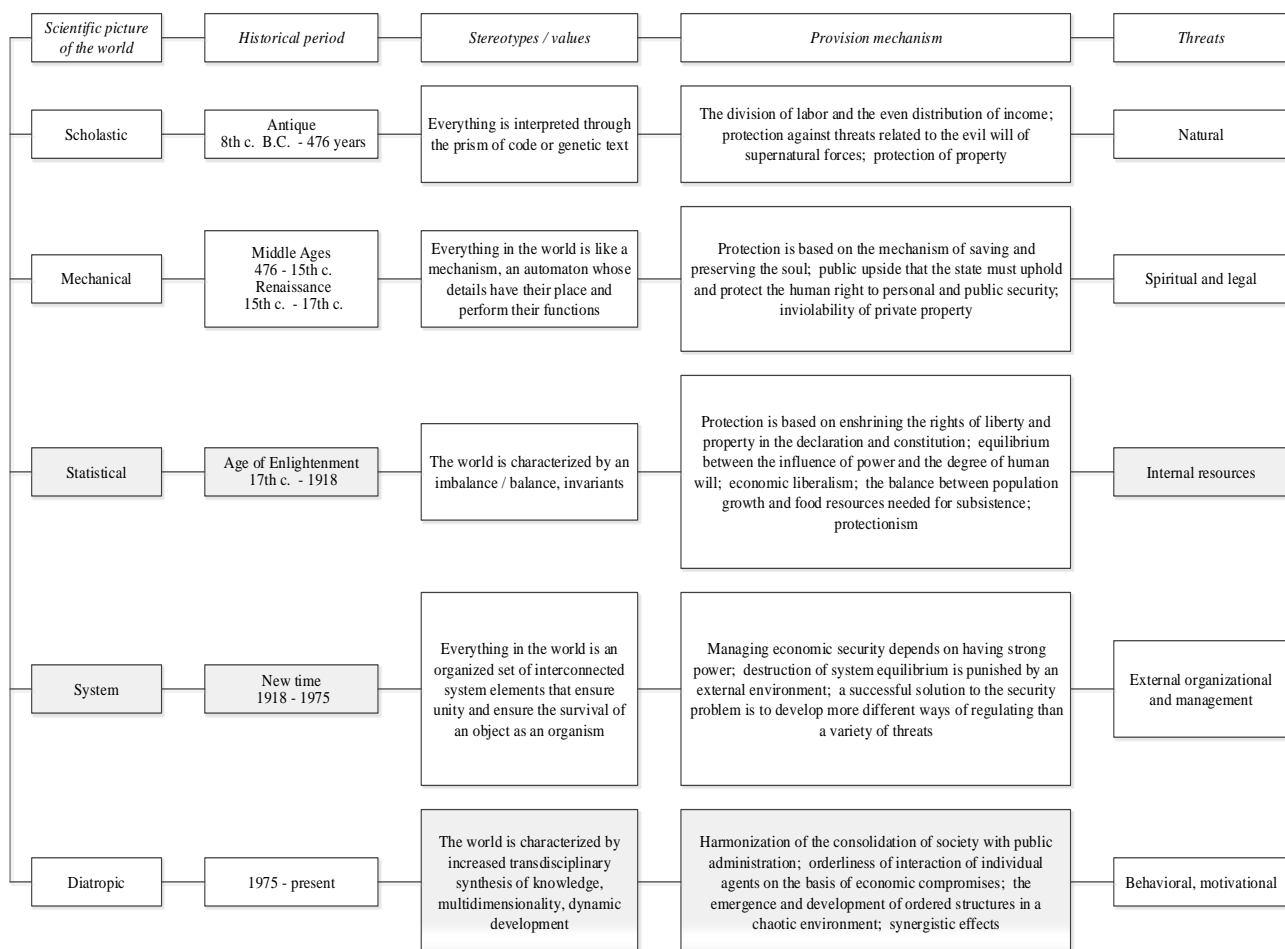


Fig. 1. Evolution of economic security of the enterprise in view of the scientific picture of the world

The personnel safety of the enterprise is one of the functional components of its economic security. At the same time, personnel and intellectual resources are the objects of personnel safety in the economic security system of the enterprise. Enterprise personnel are a set of accounting staff, and intellectual resources are a set of scientific, professional and general knowledge of employees, their experience, skills and skills, which are aimed at creating products of intellectual activity and serve as the basis for the formation of intellectual potential. The subjects of personnel safety in the economic security system are the person, individual subdivision or

personnel of the enterprise as a whole (it is customary to refer to internal entities) and control bodies, sectoral agencies or safety structures (being external entities). And this is where the peculiarity of personnel safety is manifested: both the object of its safety and the subject are, in the end, a person.

It is well known that a person is a special specific resource of the enterprise because of its uniqueness, protection from coercion to perform certain uncharacteristic actions for it, dependence in the performance of official duties from the psycho-emotional

state. Human resources are significantly different from other types of resources:

- a person cannot serve as a means to achieve the goals of organizations. It has its price and makes its own demands on its environment;

- a person has the will, owns the initiative, different abilities and, thus, is not only a passive object of control, but also develops its own line of behavior;

- a person does not belong to the enterprise completely. Only its workforce is available to the organization for a fee.

That is why each individual employee of the enterprise in a certain situation at any time can be a source of threat to the economic security of the enterprise. Therefore, personnel safety, aimed at legal and information support of the personnel management process, creating a healthy moral and psychological climate in the team, becomes the main link in achieving the strategic goals of ensuring the economic security of the enterprise.

The process of ensuring personnel safety of the enterprise reflects the totality of relations arising from the business entity about the identification, prevention and elimination of risks and threats to its economic security from the personnel and the organization of labor relations, as well as changes in the intellectual potential of personnel. The solution of the problem of personnel safety of enterprises in the process of their functioning, the construction of internal and external economic relations requires clarification of the essence of personnel safety as an economic category.

In most cases, the personnel safety of an enterprise is associated with a state of protection against the negative effects of risks and threats associated with its personnel, economic, organizational, technological, financial or social component of the functioning of a business entity. This opinion in my studies of T. Momot, H. Zhang, D. Momot [1], V. Geyets, N. Kizim, T. Klebanov, A. Cherniak [2], N. Shvets [3], L. Tomanevich [4], I. Vorobyov and A. Kuznetsov [5] A. Blind [6], and Sweden [7] and etc. So, T. Momot, H. Zhang, D. Momot stated in their work that "human safety is seen as a synthetic category of economic theory, personnel management, sociology of management and economy of labour, which is defined as activities to create conditions for stable functioning and development of the enterprise, which ensures the protection of the interests of the enterprise from risks and threats associated with its own personnel and the personnel from internal and external threats, such as blackmail, poaching by competitors, infringement of life and health of employees and others." [1]. In researches of I. Shvets it is offered to treat the personnel safety of the enterprise as a set of measures aimed at preventing illegal actions or promoting them by the personnel of the enterprise [7]. The team of authors, headed by V. Geyets, considers personnel safety as a state of protection of the social progressive interests of an organization in the development and improvement of its human capital, maintaining an effective human resource management system and minimizing the risks of the company related to its personnel component [2] Tomanevich: personnel safety characterizes complex and

often veiled communications, under which all its elements are functioning effectively, which can withstand both internal and external threats of breakeven employment relations at the enterprise [4]. N. Shvets points out that personnel safety is identified with the breakeven employment relations of the enterprise, the purpose of which (break-even) is to ensure maximum stability of the company, as well as to create the basis and prospects for growth for the fulfillment of its basic tasks [3]. I. Vorobyov and A. Kuznetsov conclude that the personnel safety of enterprises is a state of efficient use of resources and existing market opportunities of the enterprise, which allows preventing internal and external threats, to ensure long-term survival and sustainable development in the market in accordance with their chosen goals [5]. According to O. Slipa "the personnel safety of the enterprise is to ensure the stable functioning of the enterprise regardless of human subjective or objective factors, the main task of which is to eliminate the risk of negative action of staff on the general state of the organization" [6].

The author considers that such approach to definition of essence of personnel safety is a little limited because of leveling of value of personnel and intellectual potential, a condition of development of collective of the enterprise and degree of its cohesion. That is why the author implicitly agrees with the opinion of I. Zubko and V. Lapteva, in whose studies, agreeing with the opinion of A. Kibanov, it is defined that: "Personnel safety is a General direction of personnel work, a set of principles and methods aimed at preserving, strengthening and developing human resources, creating a cohesive team that can respond in a timely manner to constantly changing market requirements, taking into account the development strategy of the organization [8]. And also the author supports the opinion of L. Kalinichenko in which researches personnel safety is defined as "... such state of individuals, collective of the enterprise, its human potential and system of personnel management at which effective use of economic potential and development of the enterprise is provided" [9].

Research and provision of personnel safety of the enterprise takes place in the context of four components: life safety, occupational safety, social and motivational safety, anti-conflict safety. This approach is based on the work of N. Meheda and A. Marenich [10] and continued in the work of V. Kravchenko [11].

Life safety is a synergistic combination of health safety and physical safety. Under the safety health refers to the state when the action of external and internal factors does not lead to death, disruption and the development of body, mind, psyche and the whole person and does not preclude the achievement of the desired objectives [12]. In its turn, physical safety is a state of protection from hooligan manifestations, cases of theft of documents and valuables, gang attacks, which collectively violate the conditions of stable functioning, entail property and financial harm, cause feelings of danger and fear [13].

The professional component of the personnel safety of the enterprise is revealed through the safety of work, information, intellectual and pension insurance [14]. It is

here, according to the author, that the basis of the personnel policy of the economic entity emerges from the standpoint of forming a cohesive, able-bodied and adaptable to the changes of the enterprise collective, as well as the intellectual potential of the personnel.

The social-motivational component of the personnel safety of the enterprise is formed taking into account financial-career, technical-administrative and aesthetic security [15] and, in our opinion, most contributes to the development of each individual as a system-forming unit of personnel of the business entity.

The basic parts of the anti-conflict component of personnel safety are psychological, communication and Patriotic security [16]. It is within its limits that the basis of a healthy psychological climate in the team is laid, a system of non-conflict interpersonal communications is born not only during working hours, but also outside the enterprise.

The process of ensuring the personnel safety of an enterprise is an integral part of the strategy of ensuring its economic security as a whole, since any entity operates in an open competitive environment [17]. The orientation of economic security management according to the parameters of the goals is ensured by such properties of the security state as adaptability (through balance of interests, conformity of organizational structure) and reliability (due to financial and economic stability and efficiency of functional areas of activity). The subjective aspect distinguishes the organizational and strategic

capabilities of the enterprise to create a state of security and distinguishes such a characteristic as the competence of the enterprise. The instrumental aspect considers economic security as a function of enterprise management and therefore focuses on methods, models, methods and measures to ensure the protection of its activities. Considering the principle of economic security management, the theoretical basis of its research and management is a systematic approach for integration into the enterprise management and development management system, and the subjective and instrumental aspects correspond to the principles of strategic management of such processes. Accordingly, the mechanism of ensuring the economic security of enterprises in the global competitiveness system is a process of implementation of management decisions and should ensure that the level of functioning of the enterprise, at which it can respond in a timely manner to external and internal factors that threaten economic activity, as well as a level that does not restrict progressive stable development of the enterprise. The management mechanism should be implemented in a timely, justified and transparent manner.

Ensuring the personnel safety of enterprises is a mechanism of organization of relations in the field of personnel, which begins with the employment of a person, includes the processes of ensuring the safety of accepting and dismissing employees, identifying "bottlenecks" and overcoming problems and is under constant control of the security service of the enterprise (fig. 2).

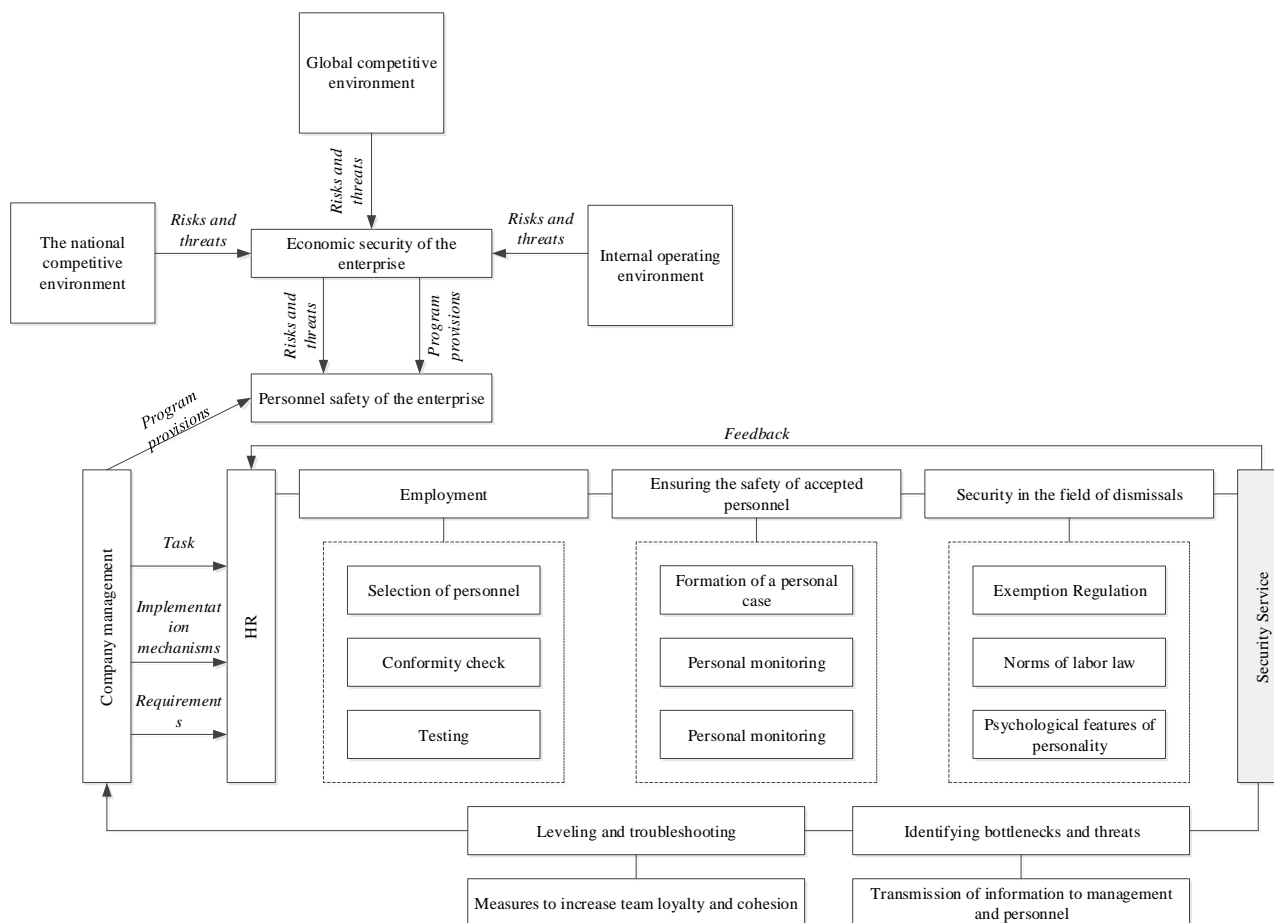


Fig. 2. The mechanism of ensuring the personnel safety of the enterprise

The postulates of ensuring economic security of an enterprise are formed under the influence of risks and threats from the global and national competitive environment, as well as the internal environment of functioning of the entity. In accordance with the strategy of ensuring the economic security of the enterprise, depending on the existing or probable risks and threats and programmatic provisions, the legal and information support of the personnel management process is being developed, the system of principles and methods for preserving, strengthening and development of the personnel and intellectual potential of the enterprise, increase of cohesion, adaptability and the mobility of its staff are introduced, that is, the strategy of ensuring the personnel safety of the entity. Under the leadership of senior management, the developed personnel safety strategy is implemented at the enterprise. And the decisive role in this process is given to staffing and security.

The recruitment, job security, and dismissal safety are assigned to the HR department. The organization of employment is carried out through the selection of personnel, their verification for compliance with the chosen position and professional testing with the mandatory observance of the requirements of the current labor legislation. Ensuring the safety of accepted personnel involves the formation of a personal case, personal monitoring of the employee's actions and the detection of violations of the organization of labor processes, compliance with the rules of labor discipline or job descriptions. Security in the field of dismissal is achieved by developing a dismissal regulation, again, with the observance of the requirements of the current labor legislation and the obligatory consideration of psychological characteristics of the person.

The service is responsible for monitoring labor activity, observance of labor discipline, conflict-free resolution of contradictions and disputes. The primary duty of the security service enterprises in the system of personnel safety is to identify bottlenecks, leveling and elimination of problems through the transmission of relevant information to management and HR network feedback, as well as the development of measures to increase loyalty and cohesion of the team.

Thus, a mechanism to ensure the personnel safety of an enterprise is a process of preserving, strengthening and

development of its human resources, which is implemented in the stages of employment security employees and security in the sphere of the layoffs of personnel service of the business entity and its security service with the aim of identifying bottlenecks and threats, and the leveling and elimination of problems through the transmission of information to executives for further development of measures to increase loyalty and cohesion of the team. Program provisions personnel safety entity directly connected with the strategy of economic security taking into account the impact of risks and threats to global and national competitive environment, and internal environment of functioning. The mechanism of ensuring personnel safety is accompanied by constant feedback between the security service and the personnel service and the management of the enterprise. According to the author, this will ensure the stable functioning and sustainable development of the business entity.

At the same time, a decisive role in ensuring personnel safety of the enterprise is played by modern personnel technologies, which are aimed at achieving high performance results as an individual employee, and the total synergetic effect of the enterprise team. Here we are talking about methods of evaluation, personnel and career planning, professional development, recruitment and rotation.

Conclusions

The conducted research allowed the author to define that personnel safety of the enterprise is a concept more, than its identification with a condition of protection of the enterprise from risks and threats from its personnel. Namely: ensuring personnel safety of the enterprise are aimed at preserving and developing its personnel potential within the framework of the economic security strategy of the business entity in order to ensure the effectiveness of all areas of its economic activity in the context of risks and threats of different levels of the operating environment. As a result of research the mechanism of ensuring personnel safety of the enterprise which implementation will allow carrying out tasks of ensuring its stable functioning and steady development is developed.

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СУЧАСНІ ТЕНДЕНЦІЇ ЗАБЕЗПЕЧЕННЯ КАДРОВОЇ БЕЗПЕКИ ПІДПРИЄМСТВ

Предметом дослідження статті є вивчення сучасних тенденцій забезпечення кадрової безпеки підприємства. **Мета роботи** – дослідження тенденцій і підходів до забезпечення кадрової безпеки підприємства в сучасних економічних умовах. В статті вирішуються наступні **завдання**: дослідження економічної сутності поняття кадрова безпека підприємства; побудова механізму забезпечення кадрової безпеки підприємства. Використовуються такі **методи**: методи індукції та дедукції – під час дослідження поняття «кадрова безпека підприємства», спостереження й узагальнення – для побудови механізму забезпечення кадрової безпеки підприємства, метод наукового узагальнення – для формулюванню висновків. Отримано наступні наукові **результати**: визначено, що кадрова безпека підприємства є більш поняттям, ніж його ототожнення зі станом захищеності підприємства від ризиків і загроз з боку його персоналу. Зроблено висновок, що забезпечення кадрової безпеки підприємства спрямовано на збереження та розвиток його кадрового потенціалу в межах стратегії економічної безпеки суб'єкта господарювання з метою забезпечення ефективності всіх напрямків його господарської діяльності у розрізі ризиків і загроз різних рівнів середовища функціонування. Розроблено механізм забезпечення кадрової безпеки підприємства, який являє собою процес збереження, зміцнення та розвитку його кадрового потенціалу, який реалізується на етапах працевлаштування, забезпечення безпеки прийнятого персоналу та безпеки у сфері звільнень кадровою службою

суб'єкта господарювання та його службою безпеки з метою виявлення "вузьких" місць та загроз і нівелювання й усунення проблем через передачу інформації керівництву підприємства для подальшої розробки заходів щодо підвищення лояльності та згуртованості колективу. **Висновок:** реалізація механізм забезпечення кадрової безпеки підприємства дозволить виконувати завдання із забезпечення його стабільного функціонування та сталого розвитку.

Ключові слова: кадрова безпека підприємства; кадровий потенціал; персонал; механізм забезпечення кадрової безпеки підприємства.

СОВРЕМЕННЫЕ ТЕНДЕНЦИИ ОБЕСПЕЧЕНИЯ КАДРОВОЙ БЕЗОПАСНОСТИ ПРЕДПРИЯТИЙ

Предметом исследования статьи является изучение современных тенденций обеспечения кадровой безопасности предприятия. **Цель** работы – исследование тенденций и подходов к обеспечению кадровой безопасности предприятия в современных экономических условиях. В статье решаются следующие **задачи:** исследование экономической сущности понятия кадровая безопасность предприятия; построение механизма обеспечения кадровой безопасности предприятия. Используются следующие **методы:** методы индукции и дедукции – при исследовании понятия «кадровая безопасность предприятия», наблюдения и обобщения – для построения механизма обеспечения кадровой безопасности предприятия, метод научного обобщения – для формулировки выводов. Получены следующие научные **результаты:** определено, что кадровая безопасность предприятия является понятием более, чем его отождествление с состоянием защищенности предприятия от рисков и угроз со стороны его персонала. Сделан вывод, что обеспечение кадровой безопасности предприятия направлены на сохранение и развитие его кадрового потенциала в рамках стратегии экономической безопасности субъекта хозяйствования с целью обеспечения эффективности всех направлений его хозяйственной деятельности в разрезе рисков и угроз различных уровней среды функционирования. Разработан механизм обеспечения кадровой безопасности предприятия, который представляет собой процесс сохранения, укрепления и развития его кадрового потенциала, который реализуется на этапах трудоустройства, обеспечения безопасности принятого персонала и безопасности в сфере увольнений кадровой службой субъекта хозяйствования и его службой безопасности с целью выявления "узких" мест и угроз и нивелирование и устранение проблем через передачу информации руководству предприятия для дальнейшей разработки мероприятий по повышению лояльности и сплоченности коллектива. **Вывод:** реализация механизмов обеспечения кадровой безопасности предприятия позволит выполнять задачи по обеспечению его стабильного функционирования и устойчивого развития.

Ключевые слова: кадровая безопасность предприятия; кадровый потенциал; персонал; механизм обеспечения кадровой безопасности предприятия.

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