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DOI <https://doi.org/10.26661/2414-0287-2023-3-59-14>**WAYS TO IMPROVE ENTERPRISE PERSONNEL SAFETY MANAGEMENT EFFICIENCY****Dashko I.M, Androsova O.F., Stefanyk S.M.***Zaporizhzhia National University**Ukraine, 69600, Zaporizhzhia, Zhukovsky str., 66*

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**Key words:**

safety, personnel security, employees, enterprise, management, personnel management strategy, interest protection, conflict, qualification, corporate policy, mentoring

It is noted that personnel management is an element of social management, traditionally understood as the management of people and their teams. It has been identified that one of the most critical issues is enterprise management from the perspective of economic security. The essence of the concept of enterprise security has been disclosed. The significance of employee safety within the overall security system has been explored, acknowledging its crucial role. The concept of personnel security has been defined as the foundation of the enterprise's economic security, characterized by various approaches and aligned with diverse tasks to fulfill the core objectives of employee safety at the enterprise. It is emphasized that enterprises constantly face various threats. Various approaches to personnel safety of employees, which ensure the main tasks of personnel safety of employees of the enterprise, are analyzed. The disclosed principles necessary for establishing effective personnel security include consistency, legality, morality, interest, economic efficiency, interaction, and promptness. Scientific sources on enterprise personnel security have been reviewed, identifying different scholars' approaches based on process-oriented, structural, functional, and goal-oriented perspectives to understand its essence. Strategic goals for establishing personnel security have been outlined. Internal and external risks and threats to personnel security at the enterprise have been identified. Proposals for improving the management of personnel security at the enterprise have been developed, using the example of the LLC "Agency "DZHEB." General measures to enhance employee safety, when implemented collectively, can positively impact ensuring personnel security at the enterprise.

**НАПРЯМИ ВДОСКОНАЛЕННЯ ЕФЕКТИВНОСТІ УПРАВЛІННЯ БЕЗПЕКОЮ ПЕРСОНАЛУ ПІДПРИЄМСТВА****Дашко І.М., Андросова О.Ф., Стефанік С.М.***Запорізький національний університет**Україна, 69600, м. Запоріжжя, вул. Жуковського, 66***Ключові слова:**

безпека, кадрова безпека, працівники, підприємство, управління, стратегія управління персоналом, захист інтересів, конфлікт, кваліфікація, корпоративна політика, наставництво

Зазначено, що управління персоналом є елементом соціального управління, під яким традиційно розуміється управління людьми та їх колективами. Визначено, що одним із найактуальніших питань є управління підприємством з точки зору економічної безпеки. Розкрито сутність поняття безпеки підприємства. Досліджено, що безпека працівників підприємства займає важливе місце серед інших аспектів системи безпеки. Визначено місце кадрової безпеки, як основа економічної безпеки підприємства. Розкрито сутність кадрової безпеки працівників, що характеризується різними підходами і відповідно до різноманітних завдань забезпечують основні завдання кадрової безпеки працівників підприємства. Зазначено, що підприємствам постійно доводиться протистояти різним загрозам. Проаналізовано різні підходи кадрової безпеки працівників, що забезпечують основні завдання кадрової безпеки працівників підприємства. Розкриті принципи, які необхідні для формування ефективної кадрової безпеки зокрема: принцип узгодженості, принцип законності, принцип моральності, принцип зацікавленості, принцип економічної ефективності, принцип взаємодії та принцип оперативності. Проведений аналіз наукових джерел з питань кадрової безпеки підприємства виокремив підходи науковців до розуміння її сутності на основі процесного підходу, структурного підходу, функціонального підходу та цільового підходу. Зображено стратегічні цілі

формування кадрової безпеки. Виокремлено внутрішні та зовнішні ризики щодо загроз для кадрової безпеки підприємства. Розроблено пропозиції на прикладі ТОВ «АГЕНЦІЯ «ДЖЕБ» щодо удосконалення управління кадровою безпекою підприємства. Надано загальні заходи для підвищення безпеки працівників, які в комплексі можуть позитивно вплинути на забезпечення кадрової безпеки працівників підприємства.

### Formulation of the problem

Effective enterprise management in modern conditions of development in Ukraine directly depends on the high quality of the workforce of the enterprise, the alignment of employees' skills and qualifications with contemporary work requirements and conditions. This consideration should take into account the current trends prevailing in the industry.

Personnel management is one of the key functions of any organization, and it can be a critical factor that determines the success or failure of the organization, can become a real leader of the future. It is important to note that personnel management is an element of social management, traditionally understood as the management of people and their teams [1].

In the conditions of a market economy, one of the most pressing issues is enterprise management from the perspective of economic security. Enterprises constantly have to face various threats and adapt to them, and therefore, their successful functioning in a market economy requires the establishment of an effective system of economic security measures. Over the years, there has been a growing increase in threats from within the workforce, resulting in a deterioration of the enterprise's economic security due to heightened risks in personnel management.

On the estimations of specialists, such risks can not only lead to financial losses for the enterprise but also result in complete loss by the owners or significant reduction in the market value of assets. Personnel security of the enterprise is one of the most crucial components of its economic security. Therefore, the overall security of the enterprise depends on how effectively the issues related to personnel security are addressed [7].

### Analysis of recent research and publications

In contemporary economic literature, issues of security, including personnel security of enterprise employees, receive significant attention. This attention is based on the works of renowned domestic and foreign scholars, such as O.A. Kyrychenko, V.S. Sidak, O. Yu. Lashchenko, A.V. Kozachenko, V.P. Ponomarov, O.M. Lyashenko, L.M. Tomanovich, N.V. Cherednichenko, and others. Despite numerous studies on this subject, personnel security of enterprise employees still requires further research, particularly focusing on directions to improve the effectiveness of personnel security management at the enterprise. Therefore, the issue of employee safety remains highly relevant for enterprises of any ownership form.

### Formulation of the goals of the article

The purpose of this article is to justify the concept of security and the role of personnel security within

the framework of enterprise economic security. It aims to identify and establish directions for enhancing the effectiveness of personnel security management at the enterprise.

### Presentation of the main research material

Employee safety holds a significant position among other aspects of the security system, as employees are involved in all processes taking place within the enterprise. Coordinating these elements will ensure the successful functioning of the business, as targeted efforts towards the employees will serve as a guarantee of their safety.

Most authors agree that enterprise security is a condition for protecting business from undesirable influences, both external and internal behaviors, while making the most effective use of available resources (business potential). Enterprise security is a comprehensive concept that includes material, financial, energy, informational, technological, legal, and employee safety, which is one of the most crucial factors in ensuring enterprise security. It should be noted that all these components of enterprise security are closely related to the activities of personnel – personnel security. Therefore, personnel security of the enterprise is a vital condition for successful enterprise management. The concept of “personnel security” has diverse definitions due to the plurality of approaches to its understanding.

The essence of personnel security of employees is characterized by various approaches, which, in accordance with diverse objectives, ensure the core tasks of personnel security at the enterprise, including:

- ensuring sustainable development of the enterprise and risk neutralization.
- protecting the interests of the enterprise and employees from unlawful actions.
- preventing theft and destruction of property, material assets, etc.
- preventing embezzlement of funds and materials.
- safeguarding commercial secrets and preventing incitement to conflicts.
- implementing information on production activities and personnel safety management.

The analysis of scientific sources on personnel security of the enterprise showed that there are such approaches of scientists to understanding its essence:

1) The analysis of scientific sources on the subject of personnel security at the enterprise reveals different approaches adopted by scholars to understand its essence:

Process approach: According to this perspective, personnel security of the enterprise is a process aimed at preventing negative impacts on the economic security of the enterprise through risks and threats related to the personnel, their intellectual potential, and labor relations [9].

2) Structural approach: This approach considers personnel security of the enterprise as a crucial component of its economic security. It aims to identify, neutralize, prevent, divert, and mitigate threats, hazards, and risks directed at the personnel and their intellectual potential, as well as those originating from within the personnel. This is achieved through the implementation of an effective human resource management system and personnel policies at the enterprise [4].

3) Functional approach: The functional approach to personnel security at the enterprise refers to the combination of socio-economic, managerial, social, and psychological processes aimed at safeguarding the enterprise’s activities from threats arising from human factors [8].

4) Targeted approach: This approach justifies personnel security of the enterprise as a state of protection of socially progressive interests of the organization, concerning the development and improvement of its human capital, supporting an effective human resource management system, and minimizing risks associated with this component [5].

To establish an effective personnel security, the following principles should be observed:

1. Principle of Consistency – harmoniously aligning personnel security with the corporate strategy and personnel management strategy.

2. Principle of Legality – based on compliance with applicable legislation.

3. Principle of Morality – entails fostering a strong organizational culture and adhering to a moral code regarding personnel.

4. Principle of Interest – ensures employees’ adherence to strategic and tactical decisions as per internal requirements and rules.

5. Principle of Economic Efficiency – achieved through the practicality of the developed personnel security strategy and achieving results.

6. Principle of Interaction – involves engaging external security stakeholders.

7. Principle of Promptness – focused on implementing adaptive security measures promptly.

Forming an effective personnel security is carried out through strategies and tactics in conjunction with

the enterprise’s mission, which determine the vector for ensuring the appropriate process.

Strategic objectives are aimed at ensuring personnel security by protecting each employee, safeguarding the economic interests of the enterprise, and achieving maximum results (figure 1).

It is known that for any enterprise, regardless of its ownership form and type of activity, personnel are the most important resource. At the same time, the personnel also serve as a source of internal and external threats to personnel security.

Internal risks include: inadequate employee qualifications, lack of a training system, absence or weakness of corporate policies, and labor management practices.

External risks include: inflationary processes affecting employee income, external pressure on employees, employee motivation by competitors, and direct employee bribery [2; 3].

As employees are the most critical part of personnel security, it is essential to provide conditions that help avoid the influence of negative factors and risks that can lead to a decrease in overall performance, cause various conflict situations, and increase employee turnover. Therefore, security services operating within the enterprise must promptly realize, eliminate, and prevent any negative consequences they might have.

Special attention should be given to the selection of employees, which can be facilitated through the use of personnel agencies, job fairs, social networks, the Internet (especially the company’s website) for recruiting new employees [6, 10].

Having studied the advantages and disadvantages of the human resources activities of the company “Agency “DZHEB,” proposals for enhancing the management of the company’s personnel security are developed as follows:

- introduce the position of IT recruiters responsible for the quality and quantity of highly skilled managers and specialists in the field of SMM;
- improve the employee motivation policy by emphasizing non-material incentives;
- conduct surveys among employees to assess job satisfaction and working conditions, with the aim of reducing the workforce;

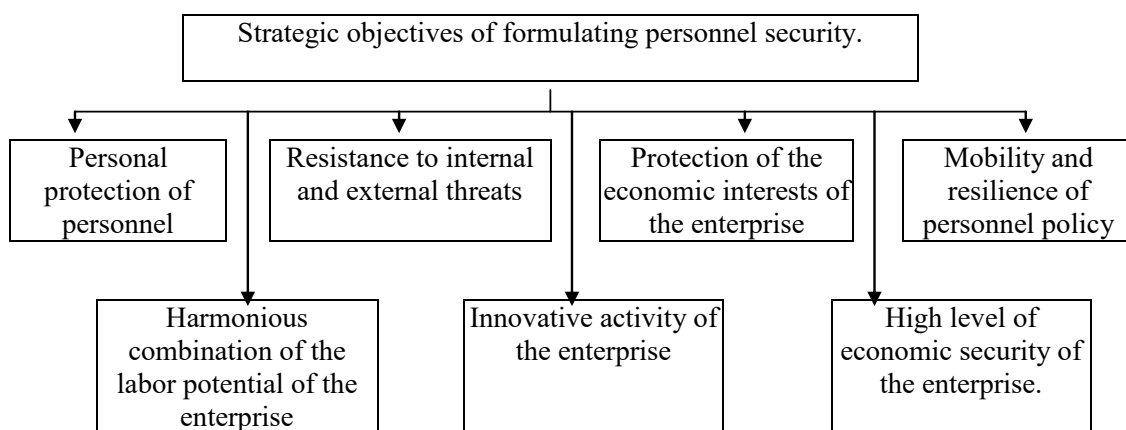


Fig. 1. Strategic objectives of personnel security formation [2]

– develop strategies to ensure the safety of the company's workforce by making the management apparatus of employees a purposeful and effective tool for enhancing the company's competitiveness;

– implement a unified Human Resources Information System (HRIS) for personnel management and establish an effective system for ensuring the personnel security of employees.

### Conclusions

In order to increase the safety of employees, it is necessary to take appropriate measures, because certain people are directly behind all processes, and the effectiveness of activities depends on this, in particular:

1. Selection and verification of potential candidates, checking references, identifying the most experienced and reliable personnel.

2. Internal control and timely mitigation of circumstances and threats.

3. Providing material incentives.

4. Offering social benefits.

5. Creating a favorable emotional climate during interactions between employees, promoting respectful attitudes from both the personnel and the public administration institution itself.

6. Implementing mentoring programs, conducting training and various educational activities.

7. Proper and well-founded screening of external and internal threats from personnel.

Overall, implementing all these measures in combination can have a positive impact on ensuring the personnel's safety and security within the enterprise.

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