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O. V. Yakushev, N. V. Zachosova, I. O. Zhurba, H. M. Zubarieva, H. O. Svishchenko**PERSONNEL SECURITY MANAGEMENT OF ENTERPRISES AS A COMPONENT OF SOCIAL PROTECTION AND SOCIAL STABILITY IN SOCIETY**

Investigating the forms and methods of personnel management in the organization, the article analyzes and compares the content, forms, and methods of personnel management as a component of social protection, evaluates the effectiveness of its work, etc. for compliance with the new paradigm or model of the social and economic environment in which the business community functions, taking into account the challenges of the time and ensuring social stability in society.

An analysis of the existing scientific views and provisions of the authors investigating the problems of personnel management as a component of social protection has been carried out, the evaluations of the main concepts of management are outlined and the peculiarities of personnel management in the welfare state are formulated.

Such an approach to the problem may have the right to exist, and the obtained results may be used in the work practice of Ukrainian enterprises, as well as in the educational process during the training of specialists in higher education institutions.

Keywords: *personnel, personnel potential, personnel security, enterprise, social risk, social protection, social sphere.*

Relevance of the problem (statement of the problem). Assessment and minimization of risks is a factor of the firm's survival in a tough competitive environment. Recently, in the context of the crisis, this problem has become particularly acute. Any organization in the conditions of an unstable market situation can find itself in a risky situation, so it is important for it to identify the reasons for the occurrence of this kind of situation.

Planning, recruitment, selection, placement and adaptation of personnel are the most important in the actions of the organization's management in the development and implementation of the personnel policy as a component of social protection, which meets the requirements of the day and the challenges of the time, taking into account the forecasts of the socio-economic development of the country, which is the main and necessary condition for the efficient and sustainable operation of the enterprise, the region and the country as a whole, and social stability in society.

To work in new economic, social and political conditions with a changing external and internal situation on the market of goods, services, on the stock market, etc., employees who are able to ensure the development of the economy and social sphere of the regions of the country are needed.

Analysis of the latest sources of research and publications. The main conceptual approaches, defining the role of human resources in the work of the organization, were founded by M. Weber, J. K. Galbraith, P. Drucker, J. M. Keynes, and they had formed the basis of the concept of management.

A significant contribution to the issues of personnel development and personnel security of the organization was made by: Ya. Velichko [3], O. Kyrychenko [4], O. Krushelnytska [5], O. Lyashenko [6], I. Migus [8], L. Polonskaya [10], L. Tomanevich [14], N. Shvets [16] and others.

However, despite the wide range of scientific works, solving the problems of modernization of the economy requires further scientific understanding of the problems of social risks and social protection of employees, including the development of new approaches to risk reduction and, on this basis, increasing the effectiveness of the organization's personnel management.

Formulation of the goals of the article (statement of the task). The purpose of the article is the analysis of existing approaches to the selection and management of personnel in order to ensure personnel security of the organization as a component of social protection.

Presentation of the main research material. Currently, research in the field of risk is mainly devoted to the analysis of risks arising in various areas of the organization's activity, in particular, in the field of social protection. Little attention is given to such an important issue as risks in personnel work, although today most companies are confused about finding the best employees against the background of a

general lack of specialists. Almost 40% of employers are afraid to face the problem of the lack of qualified specialists. This should also include the fear that the company's personnel may be allured by another employer.

According to a number of researchers, the Ukrainian personnel market is increasingly in need of modernly trained personnel in connection with the expansion of the geography and scale of business activity in the regions.

Recruitment agencies point out that young specialists are in demand – graduates of higher education institutions, who go to work with the intention of developing and implementing their own projects and programs that increase the efficiency of the organization, the country's economy and ensure social stability in society as a whole [1].

In addition, if earlier the confrontation with competitors was carried out mainly in the field of struggle for buyers of products and services, now a new "front" is opening – the labor market, where the struggle for highly qualified specialists became an aggressive war, the signs of which have become: cases of luring by companies of "other people's" highly qualified employees, which became significantly more frequent; the growth of the use of the so-called "golden handcuffs" – special financial compensations to key employees to continue their work in the company; emergence, over the past 10 years, of a large number of companies specializing in "headhunting" to order. An interesting fact is that, depending on the company's field of activity, employers' fears and risks are different. So, in the business sphere, they are most often worried about lateness and absenteeism of employees. Another problem that does not allow employers to live peacefully is the low efficiency and the lack of corporate ethics of employees. In the financial sector they are extremely concerned about fraud and embezzlement by employees. An equally important problem is the decrease in staff motivation. Thus, employers in the hotel and restaurant business are deeply concerned about the lack of professional skills among employees. The employer is least concerned about the interpersonal relationships that arise in the company between employees.

The war for personnel already has a certain logic and trends. Particular attention should be given to such areas of work with personnel as their selection and development, since, in our opinion, these issues are key in reducing risk.

The personnel manager plays a major role in ensuring the recruitment, placement and adaptation of personnel. It is the personnel manager, in accordance with his job duties, who must organize work with personnel according to the common goals of the organization's development and specific directions of personnel policy in order to achieve the effective use and professional improvement of employees, the elimination of social and economic threats in their production and commercial activities.

But the construction and implementation of personnel policy, as a component of social protection, in our opinion, requires a special approach. It is known that the interests of employers who seek to minimize personnel costs (including wages) and the interests of employees who seek to receive decent pay for their work under appropriate conditions collide in the labor market.

The balance of interests should be within the negotiation process of the parties in accordance with the norms of social responsibility, domestic and international legislation, and be the basis of personnel policy related to the selection, placement, evaluation, stimulation, promotion of personnel [7].

Therefore, we believe that owners and managers, and their personnel managers, and personnel services should be guided by the norms of the labor legislation of Ukraine when forming and implementing the personnel policy, as well as take into account international legal norms and agreements in the social and labor sphere.

In many European countries, the attitude towards human capital is built taking into account the standard of social responsibility of business to the employee [17].

We are also proposed to adopt a corporate standard of social responsibility of the business community, which will include measures aimed at:

- timely payment of decent wages to staff;
- ensuring protection and safe working conditions;
- maintaining the level of employment;
- financing of the system of professional training, retraining, advanced training, including internships, of employees;
- timely and full deduction of insurance payments for pension, medical and social insurance;
- development of corporate professional pension insurance;

co-financing of voluntary types of employee insurance;
providing social support to families with children (soft loans, loans, family assistance, children's recreation and rehabilitation, etc.).

Such a standard should be the basis for implementing the personnel policy of enterprises in the regions, every employee, as well as an applicant for a vacant position in the process of recruitment and placement of personnel, could familiarize themselves with it. The size of certain payments can be established regarding to the position, qualification, seniority and work results.

Unfortunately, modern practice summarize to the fact that the requirements for the candidate are mostly determined by the head of the organization (or line manager) intuitively, based on their own view of the necessary qualities of the candidate. To increase the level of reasonableness of the use of certain tools in the practice of professional selection, the use of professionograms, which should reflect scientifically based regulatory requirements for vacant positions, taking into account social responsibility is intended.

At the same time, the company should avoid both overstating and understating the requirements, because in the first case, problems with attracting personnel and disappointment of specialists in the proposed work are possible; and in the second - the company will not get the necessary specialist, which also causes a social risk. Such a circumstance implies the separation of mandatory and desirable requirements, which is achieved by the use of technology: "first we look internally, then externally", which allows us to ensure the compliance of employees not only with the requirements of the position, but also with the organizational culture of the company. As a result, personnel management risks are reduced on the basis of increasing employee loyalty (see figure 1).

While supporting such an approach to the selection of candidates, we believe that it will not be able to give an answer about the preference of an external candidate, since it is impossible to find out many personal qualities during an interview or test, so to speak, without "running in" the applicant in a real work environment. As for the selection of a leader, centuries-old wisdom says that in order to know a person, you must give him power. Having gone through "fire and water" in life, people often cannot withstand the test of "copper pipes", when the ringing of praises and pleasant speeches to the leader by a loyal narrow circle instills in him a sense of superiority, irreplaceability and permissiveness, which can become an authoritarian leadership style and instability of social security in the company.

Therefore, we consider it necessary to introduce a probationary period for specialists employed in managerial positions.

The authors believe that in addition to the 9 characteristics outlined above, two more should be added: knowledge of the constitutional foundations of a legal, democratic, social state and foreign languages.

In order to adapt new personnel as quickly as possible, the personnel management service must formulate and implement an individual adaptation plan for each new staff member.

This plan may include familiarization talks in the management and in all structural units, practical training in this and in adjacent branches, the introduction of the institute of mentors, which has justified itself in the past, attachment as an intern to the personnel of the relevant universities.

Based on the analysis, it should be concluded that it is possible to increase competitiveness thanks to the development of personnel, which is the basis of the personnel policy of the organization, as a component of social protection.

The development of human resources (personnel) is their qualitative change in order to achieve the strategic goals of the organization based on the full disclosure of the personal potential of employees by improving executive qualities, activating abilities and improving competencies. A special place in it is occupied by professional development, the process and management mechanism of which is presented in figure 2. It is aimed at continuous development of human resources and their loyalty to the organization.

The personnel development mechanism should be based on the correspondence of the professional qualification level and the level of competence of employees to the company's business strategy, because only in this case it will be interested in making investments in the human capital of its employees.

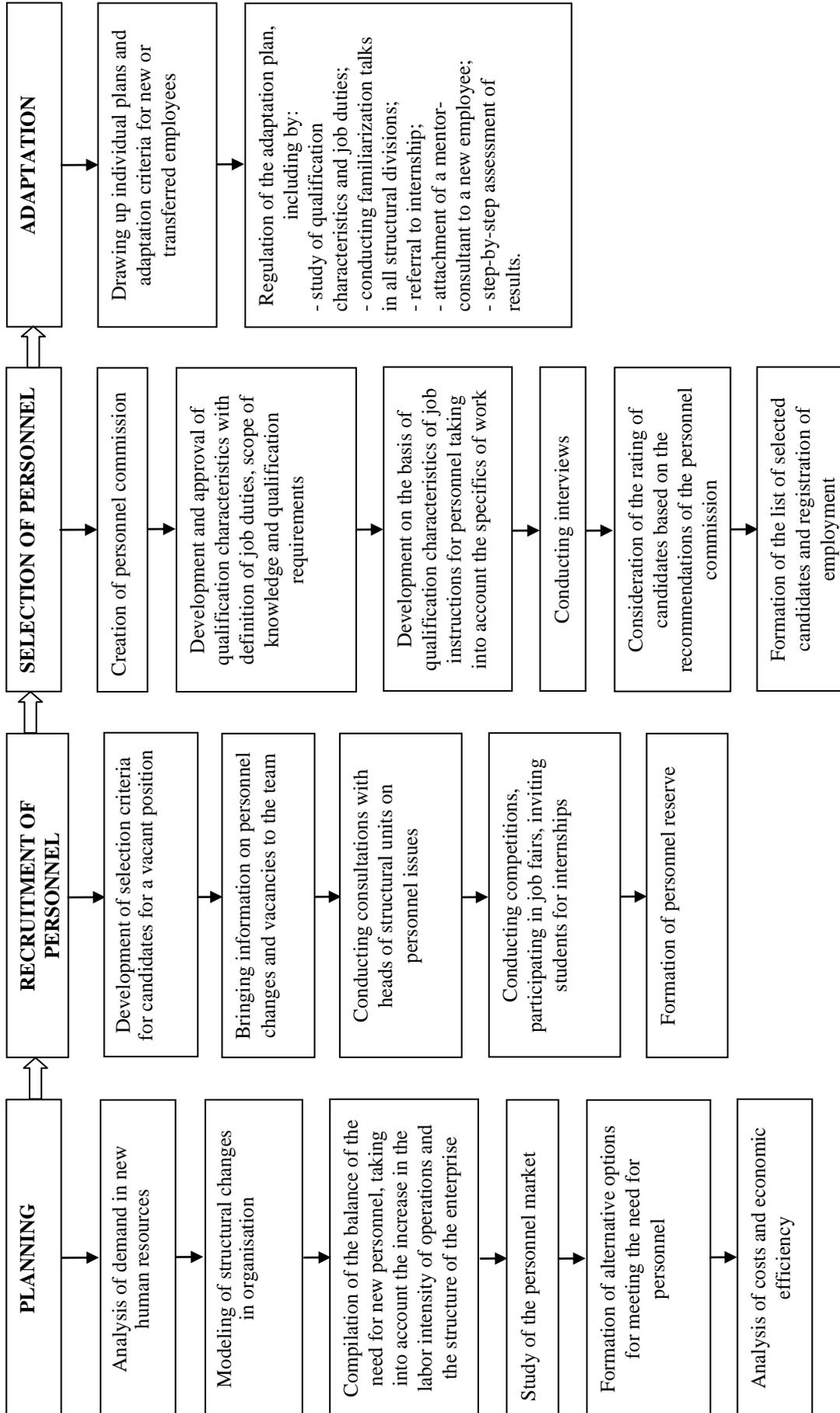


Figure 1 – Selection of the organization’s personnel taking into account the norms of social responsibility

The manager, in accordance with his job duties, is also called upon to organize at a high professional level staff training and advanced training of employees, to analyze staff turnover by factors and reasons, and to evaluate the effectiveness of training costs and adaptation of working and newly hired employees.

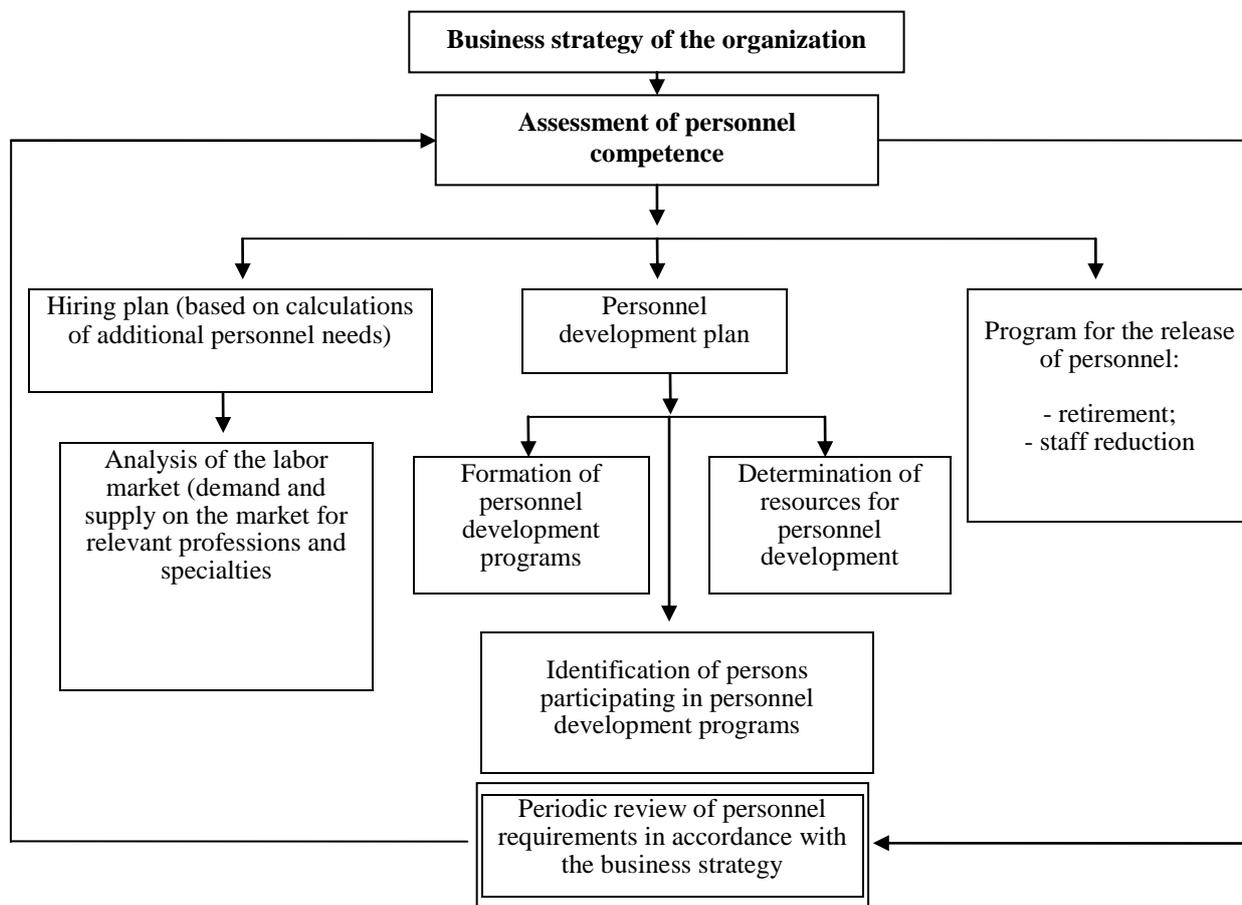


Figure 2 – The process of development of the organization’s personnel

But for this, the personnel manager must be created in conditions for his continuous training and obtaining information, as he must know the legislative and regulatory legal acts that regulate the work of the enterprise, the legislation on labor, on education, the basics of the social market economy, the business environment the labor market of employees, modern concepts of personnel management, the basics of labor motivation and personnel evaluation systems, to know how to design and manage business careers and personnel promotion.

An important element of the personnel management system is the management of his business career and personnel promotion. Above, we partly talked about the negative consequences of unpromising service practice, which leads to "deformation of the personality", to getting used to the role of the eternal "screw", and hence to the routine and uninitiated performance of one’s official duties.

In recent years, the domestic science of management has extremely increased its attention to the study of the problem of business career management and personnel promotion. The term "career" means a path to success, a noticeable status in society, in the official field.

But in the pre-reform period, as it can be seen from the literature of those years, the terms "career" and "careerist" had an almost negative meaning and were not used in the official practice of personnel work to design the career advancement of the organization’s personnel.

The personnel policy of the centrally managed economy, where was a centralized system of appointment, and the tendency of personnel with nomenclatural affiliation to the center, local bodies, and heads of enterprises also contributed to this perception.

It was considered unethical to ask questions about business careers and project career advancement of personnel, although the concept of personnel reserve existed.

Free human development is, in our opinion, the key to understanding the essence of business career management, personnel promotion and social stability in society. Therefore, we believe that personnel management should not hinder, but should help a person to develop freely and occupy a worthy place and position in the hierarchical ladder, in the work team and society in the appropriate period, taking into account career advancement, opportunities, knowledge, skills, abilities, his readiness for the corresponding official activity and social security [18].

But as we noted above, in each team of the organization, there is a staffing schedule with a limited number of senior positions that are decreasing, which under all conditions serve as a limiter for staff promotion.

In addition to administrative and organizational restrictions for the free professional growth of an individual, there is also the influence of the collective of employees and the social sphere.

Classifying the carriers of social management, he distinguishes the social genus and the social individual. In contrast to those authors who often define a social genus as a set of similar social individuals, in our opinion, from the inner essential side, the genus expresses mainly the set of those connections and relations in which these individuals are among themselves, and the genus always acts as any which social community or association (demographic, economic, professional, etc.).

In turn, the social individual usually acts as the simplest unit of society's activity. There are reciprocal actions between the social genus and the social individual. And we agree with the conclusion that in the relationship between the social individual and the social genus, the most mobile party is the social individual, who is the bearer of the new, and that not all individual innovations are accepted by the genus, which is conservative, averages, and most of the innovations of individuals are usually or suppressed or neutralized by the team.

All these factors should be taken into account by researchers and practitioners, including managers of personnel services, when designing business careers and career advancement of personnel, namely; firstly, the natural human desire for free development, in particular, in the production and professional sphere, secondly, administrative and organizational restrictions on the staffing of the number and quality of positions for characteristic growth and, thirdly, the conservatism of the team in relation to innovations and individuality of team members.

What are the ways, forms and methods of working with personnel, which on the one hand would give space for personal growth, i.e. of each employee, and on the other hand, they would take into account the existing restrictions emanating from the employer and the collective and would ensure an optimal balance of interests without conflicts, stresses, social risks and deformations of all parties of a single production process.

There is no comprehensive single answer to this question. Since the problems of business career management and personnel promotion have not been studied so far, naturally there are not enough recommendations in this regard in the scientific and educational literature.

In our opinion, the answer here, among others, can be in the positions of: subject and object of management, that is, leader, manager and employee.

The conducted research proves that the scheme of action of the subject and the object of management can be built in the following way.

Management entity:

upon hiring, he conducts an interview with each candidate for a vacancy in the prescribed manner and draws up a passport of the applicant's knowledge, abilities and skills, as well as his ambitious claims and wishes, and records in the passport recommendations for the employee to meet the qualification requirements;

provides regular staff training, including internships, advanced training or retraining;

organizes regular attestation work to check the knowledge, abilities and skills of the staff, taking into account the information about him in the report card and records the changes;

forms a personnel reserve for all full-time positions, taking into account the actual and expected retirement;

offers a personnel reserve of mentors for introductory work with newly hired employees;

establishes job allowances, additional payments, social packages, and even moral stimulation measures for the creative, career, and service growth of employees and others.

Management object (employee):

acquires the knowledge, abilities and skills of self-management, named by A.A. Bohdanov, creator of general organizational science, personal tectology.

This involves self-organization, self-governance, (self-management), initiative, entrepreneurship in management, an active life position, scientific creativity, etc., i.e. organization of one's own life.

After all, the meaning of self-management means in the life plan - to take fate into one's own hands, to continue a counter course with the subject of management and to achieve success in life and official activities with the help of self-development.

The following are the main goals of personal tectology:

transformation of personality as the basis of success in life and activity (self-development);

saving time;

rationalization of thinking;

rational organization of personal work and interpersonal relations;

identifying one's capabilities, "own resource"; designing the environment, overcoming circumstances;

lessons learned, error analysis, risk and loss forecast. Agreeing with such a purposeful meaning of personal tectology or self-management, in our opinion, this list should be supplemented with such meanings as;

overcoming fear of inconsistency and inferiority complex;

gaining confidence in one's strengths, knowledge, skills and corporate work skills;

mastering the algorithm of career growth and promotion.

Based on the research carried out by the author, it can be concluded: the career, including the promotion of personnel, must be designed and ensure the mutual interest of the subject and the object of management in achieving an increase in social efficiency and the level of work of the enterprise of the Institute of Market Economy on the basis of career and professional growth of all employees and provision of social protection.

For this purpose, it is necessary in all organizational and administrative documents used in the practice of the management activity of the enterprise to determine and record the provisions establishing the possible stages of growth and promotion of employees, the requirements and criteria for each degree, the order, possible terms and procedures for transition to the next degree of the career ladder.

In society, the need to study social risks is growing. Social risk is the possibility of a probable adverse incident in the future and the severity of its consequences, which reduces people's quality of life. It (risk) can be realized in different forms and directly depends on specific types of human activity, so it can be argued that social risk factors should be considered in relation to certain human activities. In addition to the generally accepted division of risks by the source of occurrence, the following risk classifications can also be distinguished: by the degree of severity, by the degree of probability, by the impact on the stage of entrepreneurial activity, by the object of encroachment, while the last can be resources (labor, material, financial, informative); regarding risk subjects, as well as by the nature of the subjects' liability. The modernization of the country's economy, according to the author, requires supplementing the generally accepted classification of social risks with the following factors:

- macroeconomic state of the economy (phase of the economic cycle);

- the economic mechanism in society (whether it increases the risk situations of the country's economy in general, individual enterprises, individual citizens);

- the system of social and labor relations (the system of mutual relations between employers and employees, which is implemented as a model of social partnership).

Increasing the effectiveness of the organization's personnel management based on accounting for social risks can be carried out with the help of risk management technology, which in its development has gone through stages from self-insurance to total control over all business risks. The purpose of such control in the economic sphere is to increase the competitiveness of economic entities by means of risk protection, which involves the construction of an effective risk management mechanism.

Formation of new approaches to risk reduction in work with personnel of a specific organization, according to the author, requires:

- taking into account the psychological aspect of decision-making by personnel in conditions of risk, based on the concept of "rational behavior", which is based on the division of factors that influence the choice of strategy in conditions of risk into essential ones, which cannot be neglected even with a general approach to the problem, and secondary ones, which can be included for consideration only in a detailed analysis of a specific risk situation. At the same time, according to the author, special attention should be drawn to the concentration of positive and negative experiences of the employee when he is aware of the risk situation. These experiences complement the emotional background that an individual has when designing his participation in a risky situation, entering it, feeling a high degree of involvement and awareness of possible danger;

- management of professional risks based on a set of mechanisms and institutions for the reduction, compensation and control of such risks, the wide spread of which is explained by the high level of industrial labor development. It should be noted that international and domestic experience has revealed the "dead end of the doctrine of "zero risk", since the influence of occupational risk factors can cause health problems for employees, even if they are within the normalized values. Therefore, every enterprise should introduce a system of professional risk personalization, which provides that each case of an employee "falling into" a risk situation should become the basis for a number of proposals and measures, as well as introduce additional levers of influence on both employees and the employer, who consciously allowed the situation. risk, as fines;

- the organization of a virtual enterprise, i.e. a fundamentally new temporary organization, which is created for the duration of any work or implementation of an emerging need, i.e. order, for the fulfillment of which a virtual network of partners for the production of goods and services is formed, which acts as a single enterprise that uses the possibilities of the most modern information and communication technologies. The creation of such an organization reduces the risk of making a wrong decision, which leads to unjustified costs, due to personal informal cooperation, stimulation of self-organization and self-governance in the form of constant innovations and informal relations; a clearly expressed culture of trust and the use of creative management, the ability to take risks, team spirit, the ability to benefit from conflicts;

- analysis of the labor potential of employees under the conditions of a specific enterprise, taking into account the risk of not achieving the goal set by the organization. Here, regular personnel monitoring is important, aimed at aligning the interests of employees and employers in their joint efforts to realize the strategic goal of the enterprise.

Numerous studies show that the most difficult link in the security system is a person, because it is the human factor that can affect the success of the activity and the very existence of the company. In this regard, according to the author, it is necessary to highlight two main directions in the field of personnel security related to the functioning of the company's personnel. The first is aimed at protecting and improving the working conditions of employees. The second is to increase the loyalty of personnel to their organization, the goal of which should be the transition from "forced loyalty" to "which meets the requirements of future voluntary loyalty".

Preservation and development of human potential both for the state and for each organization is possible only on the basis of the concept "Dignified work – safe work". The modern approach assumes that absolute security cannot be achieved: the highest degree of security can only be a goal that must be strived for, given the level of modern technology. But in order for work to become dignified, it is necessary to create safe working conditions, thereby supporting the protection of the life and health of workers. When forming the economic mechanism of security management, the author recommends that organizations include the following areas as mandatory.

1. Protection and working conditions:

- ensuring the employer's economic interest in improving working conditions and introducing more advanced means of labor protection;

- ensuring economic responsibility of the employer for dangerous, harmful and difficult working conditions; for production and sale of products that do not meet labor protection requirements; for damage caused to employees by mutilation, occupational disease or other health damage related to their performance of labor duties;

- planning and financing of labor protection measures;

- provision of compensation and benefits to employees for hard work and work with harmful and dangerous working conditions, which are irresistible at the modern technical level of production and work organization;

- psychological support of personnel taking into account their readiness for emergency situations, which is provided by competently developed instructions and reminders regarding actions in emergency situations;

- development of a system of motivation for employees of responsibility for the use of safe work techniques.

2. Increasing staff loyalty:

- guarantee of workplace stability;

- a system of motivation and labor stimulation based on the company's competitive policy in this field;

- support of the dominant organizational culture, including through the personnel selection system;

- determination of personnel policy, based on a comprehensive concept of enterprise development, focused on the vision of personnel development.

The inclusion of the proposed directions in the economic mechanism of the organization's security management will contribute to the preservation and development of the company's human potential.

Personnel security as a component of social protection and social stability of the organization is defined by the author as a state of protection of the organization from excessive danger from personnel (hired or employed).

The concept of personnel security of the organization should be aimed at building a multi-level system of barriers on the way to danger (potential and real risks) from the staff or the employer. It is part of the general concept of enterprise security and contains an algorithm for risk management of the organization with a list and plan of measures to prevent violations in the field of personnel security of the enterprise.

Discussion of results. Thus, a comparison of the existing in the literature formulations of different points of view of approaches to defining the functions, goals and essence of personnel management shows that most of them mainly focus on analysis and methods of achieving economic effect, obtaining profit, economic results with the least costs and solving social effectiveness in the corporate framework for the staff of their organization.

Such a goal of management is certainly important and justified. But, in our opinion, it is insufficient in terms of evaluating personnel management for its social effectiveness and social responsibility, which should be measured not only by internal company results, but also by the final results of the consumer of products and services.

Conclusions. Special attention in the field of personnel security should be given to the recruitment and selection of personnel. When hiring, you should take into account the elements aimed at ensuring personnel security in the company, such as "permission to check personal data", direct checking of questionnaires with personal data, as well as "agreement on intellectual property and protection of confidential information". For this purpose, the personnel department should include a unit that performs the functions of not only the security service, but also comprehensive control by studying the background of the candidate, etc.

Unfortunately, companies practically do not use psychological methods and approaches to work with personnel during selection and hiring. In connection with this, the authors propose the following measures to improve the work of personnel selection:

- training of employees of personnel management and security services in modern psychological approaches to work with personnel, including social, psychological, ethical methods, skills in using modern technical means for testing, procedures for information and analytical work with candidate documents;
- the use of a polygraph during interviews and checks of candidates, as well as the organization of a department whose polygraph specialists will regularly check not only new employees, but also employees who have lost trust;
- the selection of a human resources curator from among the first managers to monitor the activities of the personnel management and security services during personnel work.

But such measures are clearly not enough to prevent and predict potential threats from the organization's personnel and individual employees. To optimize the work in this field, organizations should develop the concept of personnel security as a component of social protection and implement it in work practice. This concept, according to the authors, should reflect:

firstly, the goal of personnel risk management (personnel security): identification, analysis, prevention and forecasting of potential threats from the human resources of the organization that can disrupt the sustainability of development and lead to the stoppage of its activities;

secondly, directions for the implementation of the personnel security concept:

- identification of risk groups of the company's security (psychodiagnostic medical methods, full control of addictions);
- control of external and internal security threats and development of measures to overcome them;
- formation of a personnel management service from highly qualified specialists, competent in solving the entire complex of personnel management issues and capable of eliminating risk situations in the process of selection, planning, evaluation, development, motivation and release of personnel;
- development of a personnel selection system, which includes the identification of professionally important qualities - PMC, compilation of a professional profile, etc., study of the personnel background of the applicant;
- determination of the circle of persons who will implement the personnel selection system;

- carrying out, if necessary, control over the activity of the employee in an open way;
- formation of information security as an integral part of corporate culture;
- selection of employees who ensure the safety of the company, in particular. according to the psychological criterion;

thirdly, provision for measures that contribute to increasing staff loyalty, including through a system of motivation and labor stimulation, maintaining a dominant organizational culture, conducting staff selection, staff development, etc.;

fourthly, determination of the algorithm of action in certain situations with a list of measures to prevent violations in the field of personnel security of the enterprise. In order to monitor the risks associated with threats and vulnerabilities of the organization and its employees on a daily basis, it is necessary to introduce a manager position or create a corporate security department.

The listed components will make it possible to form a system that is really necessary to ensure the personnel security of the company within the framework of the concept "Dignified work - safe work".

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О. В. Якушев, Н. В. Зачосова, І. О. Журба, Г. М. Зубарєва, Г. О. Свіщенко

УПРАВЛІННЯ КАДРОВОЮ БЕЗПЕКОЮ ПІДПРИЄМСТВ ЯК СКЛADOVA СОЦІАЛЬНОГО ЗАХИСТУ ТА СОЦІАЛЬНОЇ СТАБІЛЬНОСТІ В СУСПІЛЬСТВІ

Планування, підбір, відбір, розстановка та адаптація персоналу є найважливішими у діях керівництва організації при виробленні та реалізації в життя кадрової політики як складової соціального захисту, що відповідає вимогам дня та викликам часу, враховуючи прогнози соціально-економічного розвитку країни, що є головною та необхідною умовою для ефективної та сталої роботи підприємства, регіону та країни в цілому і соціальної стабільності в суспільстві.

Для роботи в нових економічних, соціальних та політичних умовах зі змінною зовнішньою та внутрішньою ситуацією на ринку товарів, послуг, на фондовому ринку тощо, потрібні працівники, здатні забезпечити розвиток економіки та соціальної сфери регіонів країни.

Досліджуючи форми та методи управління персоналом в організації, у статті проведено аналіз і зіставлення змісту, форм, методів управління персоналом як складової соціального захисту,

оцінку ефективності його праці та ін. на відповідність новій парадигмі чи зразку соціального та економічного середовища, в якому функціонує бізнес-спільнота, враховуючи виклики часу та забезпечення соціальної стабільності в суспільстві.

Проведено аналіз існуючих наукових поглядів та положень авторів, що досліджують проблеми управління персоналом як складової соціального захисту, викладено свої оцінки основних концепцій управління та сформульовано особливості управління персоналом у соціальній державі.

Такий підхід до проблеми може мати право на своє існування, а отримані результати можуть бути використані у практиці роботи підприємств України, а також у навчальному процесі під час підготовки фахівців у ЗВО.

Ключові слова: персонал, кадровий потенціал, кадрова безпека, підприємство, соціальний ризик, соціальний захист, соціальна сфера.

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Якушев О. В., канд. екон. наук, доцент, доцент кафедри соціального забезпечення, Черкаський державний технологічний університет, Черкаси, Україна

e-mail: aleksandro@i.ua

ORCID ID: 0000-0002-0699-1795

Yakushev Oleksandr, Ph. D. in Economics, Docent, Associate Professor at the Department of Social Welfare, Cherkasy State Technological University, Cherkasy, Ukraine

Зачосова Н. В., д-р екон. наук, професор, професор кафедри менеджменту та економічної безпеки, Черкаський національний університет імені Богдана Хмельницького, Черкаси, Україна

e-mail: natazachosova@gmail.com

ORCID ID: 0000-0001-8469-3681

Zachosova Natalia, Doctor of Economics, Full Professor, Professor of the Department of Management and Economic Security, Bohdan Khmelnytsky National University, Cherkasy, Ukraine

Журба І. О., канд. екон. наук, доцент, завідувач кафедри соціального забезпечення, Черкаський державний технологічний університет, Черкаси, Україна

e-mail: dream197708@gmail.com

ORCID ID: 0000-0003-2461-0789

Zhurba Inna, Ph. D. in Economics, Docent, Head of the Department of Social Welfare, Cherkasy State Technological University, Cherkasy, Ukraine

Зубарева Г. М., аспірант кафедри менеджменту та економічної безпеки, Черкаський національний університет імені Богдана Хмельницького, Черкаси, Україна

e-mail: rustamova.hunel421@vu.cdu.edu.ua

ORCID ID: 0000-0003-4000-3882

Zubarieva Hunel, Graduate Student of the Department of Management and Economic Security, Bohdan Khmelnytsky National University, Cherkasy, Ukraine

Свищенко Г. О., головний спеціаліст організаційного відділу Покровської районної ради Донецької області, Покровськ, Україна

e-mail: annasvishchenko@gmail.com

ORCID ID: 0000-0001-6196-5621

Svishchenko Hanna, Main Specialist of Organizational Department of Pokrovsk District council of Donetsk region, Pokrovsk, Ukraine