

ISSN: 2733-2713; E-ISSN: 2733-2721

DOI: 10.36962/SWD



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**SOCIOWORLD**

REFEREED & REVIEWED JOURNAL

SOCIAL RESEARCH & BEHAVIORAL SCIENCES

VOLUME 11 ISSUE 01 2023

<https://bsj.fisdd.org/index.php/swd>

CROSSREF

DISSEMINATION SCORES 2023 – 9.40

QUALITY FACTOR 2023 – 1.3

ESTONIA, TALLINN 2023



ISSN: 2733-2713; E-ISSN: 2733-2721

**SOCIOWORLD**

SOCIAL RESEARCH & BEHAVIORAL SCIENCES

ISSN: 2733-2713, E-ISSN: 2733-2721

VOLUME 11 ISSUE 01 2023

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MTÜ Rahvusvaheline Teadus-, Haridus- ja Koolituskeskus.

**Management Board Member:** Seyfulla Isayev.

©**Editorial office:** Narva mnt 5, 10117 Tallinn, Estonia.

©**Typography:** NGO International Center for Research, Education & Training. R/C 80550594

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**ISSN: 2733-2713; E-ISSN: 2733-2721; DOI: 10.36962/SWD**

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**Accepted for publication in this edition 23.03.2023**

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## FEATURES OF THE FORMATION AND MANAGEMENT OF THE PERSONNEL SECURITY SYSTEM OF ENTERPRISES

DOI: 10.36962/SWD11012023-12

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### ABSTRACT

The article examines the peculiarities of the formation and management of the company's personnel security system. The author's model of personnel security management at the enterprise is proposed and its components are presented. It was concluded that the non-systematic nature of measures to ensure personnel security leads to the fact that a certain number of enterprises in the process of conducting business activities encounter problems that could be avoided if the entrepreneur was familiar with the method of forming the personnel security of the enterprise.

**Keywords:** personnel security, enterprise, components of personnel security, management.

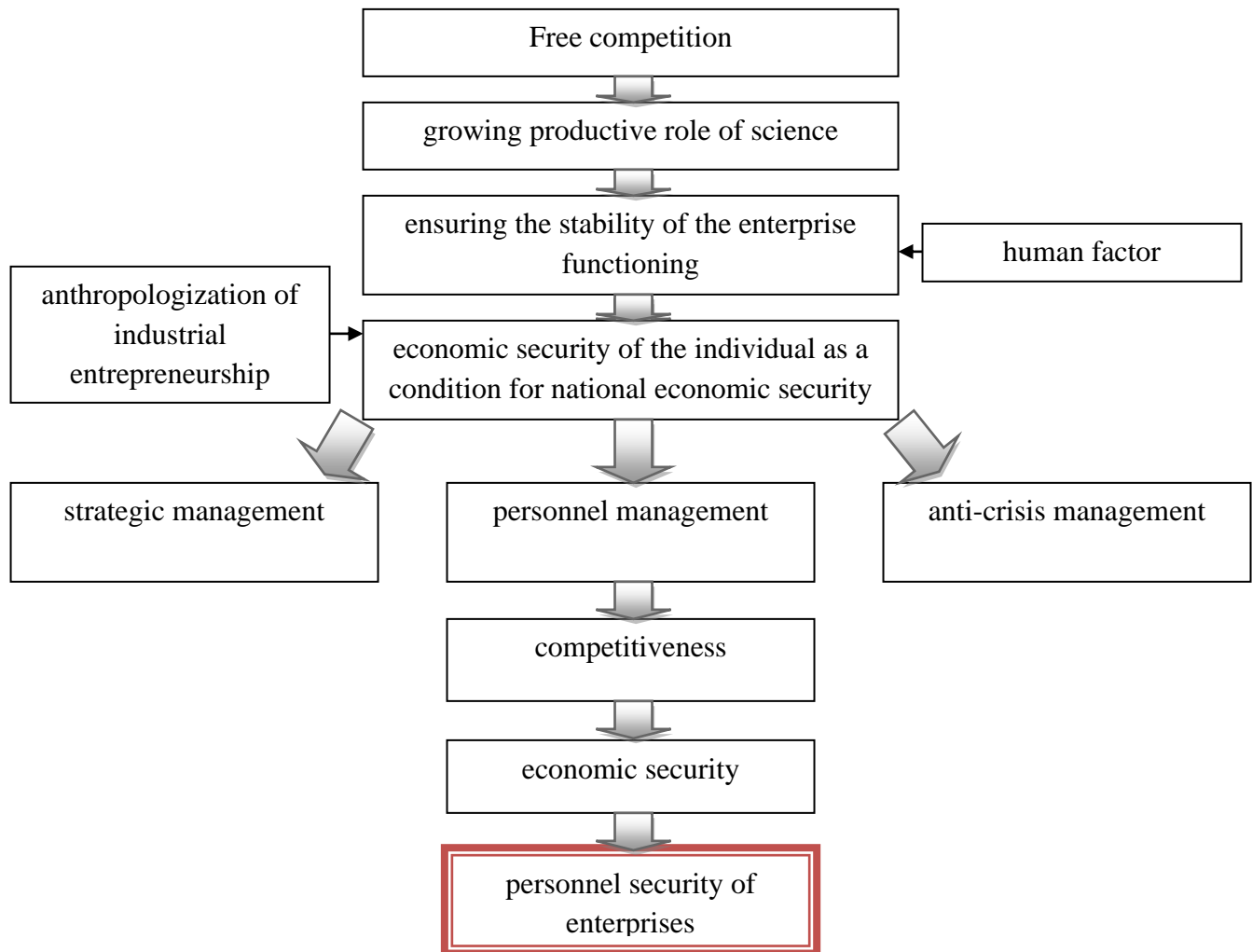
### Introduction

The problem of enterprise security goes back to the time when the victory of bourgeois revolutions in Western Europe and the industrial revolutions of the 18<sup>th</sup> – early 19<sup>th</sup> century established the dominance of the financial and industrial bourgeoisie, providing vast opportunities for the development of enterprises. The industrial revolution, which took place in the context of free competition, caused the unprecedented explosion of technological progress, dramatically changing the structure of the capitalist economy and its organizational forms. The formation of principles of disciplinary natural science in the late 18<sup>th</sup> century and the first half of the 19<sup>th</sup> century took place amidst the sharply increasing productive role of science, the transformation of scientific knowledge into a special product that had a commodity price and generated profit during its industrial consumption. In this period, the system of applied and engineering sciences began to develop as an intermediary between fundamental knowledge and production.

**Research results.** The late 19<sup>th</sup> and early 20<sup>th</sup> centuries were characterized by the fact that the enterprise management deepened considerably; the use of decentralization allowed reaching the best possible combination of special advantages that large and small business entities had within a joint venture. Accounting evolved, as P.-F. Drucker noted, from the usual bookkeeping to analysis and control. Planning evolved from the annoying Gantt charts of 1917-1918 to the scientific planning of military production [1]. P. Drucker stresses that any enterprise rapidly fails if it does not adopt innovations. Moreover, he mentions, any organization fails if the proper level of management is not provided [1].

I. Ansoff raises the problem of strategic management and, considering a strategy as a management institution, focuses on personnel management [2]. Ch. Argyris, raising the problem of personnel management, mentions that it is one of the most important components of the enterprise functioning [3]. R. Heat refers to crisis management as a component of enterprise security [4].

Thus, the problem of personnel security in its origins was related to ensuring the competitiveness of enterprises as a condition for economic power and national security (Fig. 1).



**Figure 1.** Formation of economic and personnel security of enterprises \*

\*Developed by the author based on [1,2,3]

In the 20<sup>th</sup> century, it was the need to create favorable conditions for the functioning of business structures and the stabilization of entrepreneurial activity as the foundation for economic and social development that activated research on personnel security. Interpretation of personnel security originates from the awareness of two forces gravitating over the world economy: the trend towards globalization and cyclical crisis phenomena. In the process of the most important economic changes – the increasing share of services in the economy, the outstripping development of production of unique goods that cannot be reproduced, the formation of production structures adequate to new conditions, we can see the creation of objective prerequisites for the transformation of social values and the expansion of economic and personal freedom. At the same time, modern production more and more depends on the creative potential of human beings. Thus, for the first time in history, the economic and technological progress is not so much implemented in the increase in the volume of production or the improvement of products as in the changing development of the human potential, their attitude to themselves and their place in the world around [5]. In these conditions, one of the dominant problems is personnel



management, and therefore personnel security, which acts as a component of the enterprise security. The concept of economic security of the enterprise is interpreted as a set of measures contributing to the financial stability of business entities in the market economy, protecting their interests from the influence of negative market processes. Enterprise security is a category showing the degree of harmonization in time and space of economic interests of the enterprise with interests of related entities of the external environment, acting outside the enterprise.

O.M. Kravtsova and M.V. Minkovska consider economic security of the enterprise as the one protecting vital interests from internal and external threats, which is formed by the owner and the enterprise staff using the system of legal, economic, organizational, engineering, social and psychological measures [6]. T. Sukhorukova interprets economic security of the enterprise as protection from negative influences and the ability to quickly eliminate various threats and adapt to existing conditions. L.I. Kozheniovski considers it as a certain objective state based on the absence of threat, perceptible subjectively through units or groupings [7].

O. Mishyn and S. Mishyna in their work 'The Essence of the Concept of Economic Security of the Enterprise' describe the state of security of business processes and their resource support, which contributes to the avoidance or prevention of internal and external threats and allows ensuring the stable functioning and expanded reproduction with minimal losses for the enterprise. Economic security of the enterprise is considered as a state of the enterprise, which means that the probability of undesirable changes in certain characteristics or parameters is low. O. Novikova mentions such condition of corporate resources (resources of capital, personnel, information and technology, machinery and equipment) and entrepreneurial capabilities that guarantees their most efficient use for stable functioning and dynamic scientific, technical and social development, prevention of internal and external negative impacts [9]. H. Prus considers economic security as a comprehensive characteristic of the achieved and expected results of the enterprise gained due to the coordination of goals and implying the rational use of resources [10]. N.V. Shtamburg in his work 'Features of Economic Security of Machine-Building Enterprises' states, "Economic security means that the enterprise implements its interests, i.e. sells products in the proper quantity, is competitive, receives profit, operates stably, meets the needs of consumers, is able to protect itself from external and internal threats"[5]. I. Y. Burda describes economic security of the enterprise as the state reflecting the sustainability and balance, protection from the negative impact of internal and external environment, neutralization of threats to the efficiency of the use of available resources, elimination of obstacles in the implementation of vital interests and sustainable development [11].

When considering the system of functional components of enterprise security, one focuses on financial security interpreted as a system of qualitative and quantitative parameters of the financial condition of the organization, contributing to the guaranteed, timely provision of the necessary financial resources, the implementation of goals. N. Y. Reverchuk characterizes financial security as the one representing the ability to protect against possible financial expenses and prevent bankruptcy, achieving the most efficient use of corporate resources [12]. I.V. Nartova, L.V. Hnypa-Chernevetska and T.A. Budkova consider financial security as one of the important components of enterprise security. As to the latter, they mean reliable protection of the financial system of the country or an individual enterprise from internal and external threats [13]. K.V. Oriekhova and K.R. Tseluiko also prefer the financial functional component, comprehending it as a condition ensuring the prevention, identification and efficient neutralization of unpredictable threats that affect all areas of enterprise activities and occur from the personnel

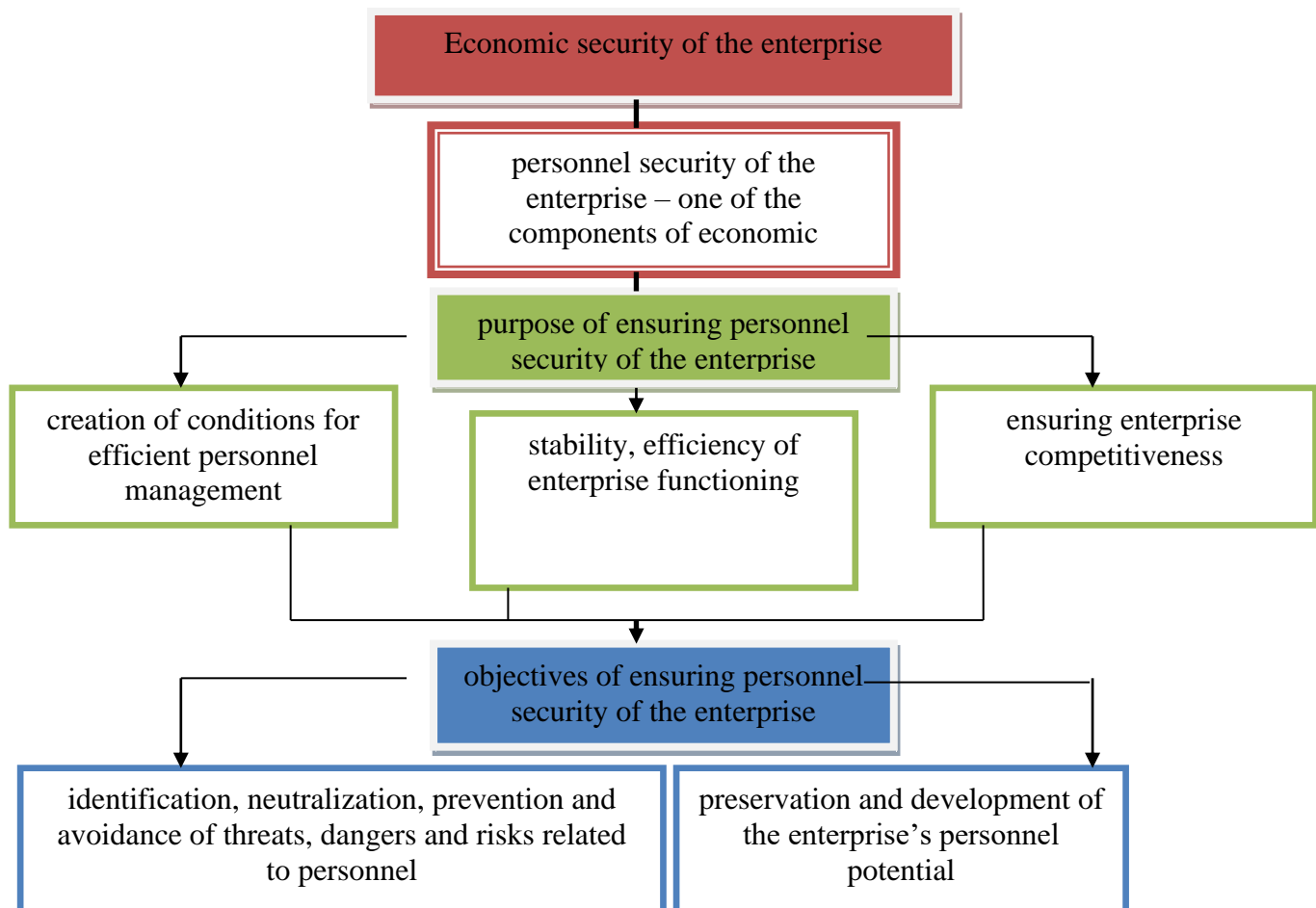


of the enterprise, in order to ensure its competitiveness. I.Y. Burda, noting financial security, interprets it as the one aimed at ensuring the financial stability of the enterprise, high financial performance, profitability, solvency and liquidity, the acceptable level of accounts receivable and payable and avoidance of bankruptcy [11].

Functional components of enterprise security includes intelligent and personnel, technical and technological, political and legal, information, environmental, and power security [4,8,11]. Technical and technological security is interpreted as the one determining potential dangers to the technological potential and developing adequate mechanisms to enhance the competitiveness of the enterprise [11]. Political and legal security as the one defining features of the legal support of enterprise operations, controlling enterprise's compliance with the current legislation, legitimate work with contractors and the authorities, as well as solving other problems of legal regulation. Information and analytical security as the one ensuring efficient enterprise operations within the information component of economic security of the enterprise, covering the integrity and prevention of threats to information resources, maintaining the necessary level of awareness of owners, managers, employees of the enterprise, etc. The environmental component is interpreted as the one responsible for compliance with legally stipulated environmental standards, environmental requirements for the enterprise by the authorities and helping to minimize losses from environmental pollution of enterprise activities and potential penalties for violations of the legislation. Ensuring the physical safety of owners, managers and employees of the enterprise and the safety of their property, as well as the property, health and lives of their families is carried out within the power component of economic security of the enterprise. The market component of economic security is considered as the one focused on the establishment of compliance of enterprise business activities with the market needs and conditions, as well as determining and maintaining the competitive position of the enterprise, enhancing capabilities to adapt to market changes and implement the enterprise market strategy. The interface component manages enterprise's relationship with investors, suppliers and customers, public authorities, which can affect its economic security [1-3].

In the context of post-crisis instability, personnel security is interpreted as a dominant component. N. Loginova stresses that personnel security has become the most important component of economic security of the enterprise in the new circumstances [14]. S. Vasylichak and I. Matsiuniak interpret personnel security as the most important component of enterprise security, which is aimed at identifying, neutralizing, preventing and avoiding threats, dangers and risks to personnel and their intellectual potential, as well as those coming directly from them. I. Burda notes that the priority task of personnel security, as the one protecting and neutralizing intellectual potential threats, is to protect against risks and threats in order to create conditions for the most efficient management of personnel as a defining resource to ensure a high level of the enterprise competitiveness [11]. H. V. Kozachenko understands personnel security as a subsystem of the system guarantying the stable and maximally efficient functioning of the enterprise and the high potential for development in the future [15]. According to O. M. Shtaiyer, the essence of personnel security is the fact that the latter contributes to the preservation and development of the intellectual potential of the enterprise, effective personnel management, staffing [5]. Y.M. Petrovych, L.H. Klioba and V.L. Klioba interpret personnel security as protection from possible material and financial losses related to unauthorized actions of personnel, making losses less than the specified norms [7]. H. Nazarova characterizes personnel security as an activity to create

conditions for the stable functioning and development of the enterprise, ensuring the legally guaranteed interests of the enterprise, owners and staff from internal and external threats [14]. N. Shvets notes personnel security as a process of preventing negative impacts on economic security of the enterprise caused by risks and threats associated with personnel, its intellectual potential and labor relations in general. According to A. Marenych, personnel security is a set of actions and relationships of personnel, resulting in the efficient economic functioning of the enterprise, its ability to withstand internal and external impacts and threats related to personnel, diagnostics and prediction of staff impact on performance, its intellectual potential and labor relations in general. Y. Mandryk, operating the concept of intelligent and personnel security, means the enterprise's ability to prevent risks and threats to the labor organization, directly to the personnel, its labor and intellectual potential; labor relations in general, the ability to achieve economic growth using knowledge, skills, experience, cognitive and spiritual abilities of its employees, their intellectual level and other components in the changing environment, providing the steady growth rate of available intellectual capital, and hence safety of the enterprise as a whole [17] (Fig. 2.).

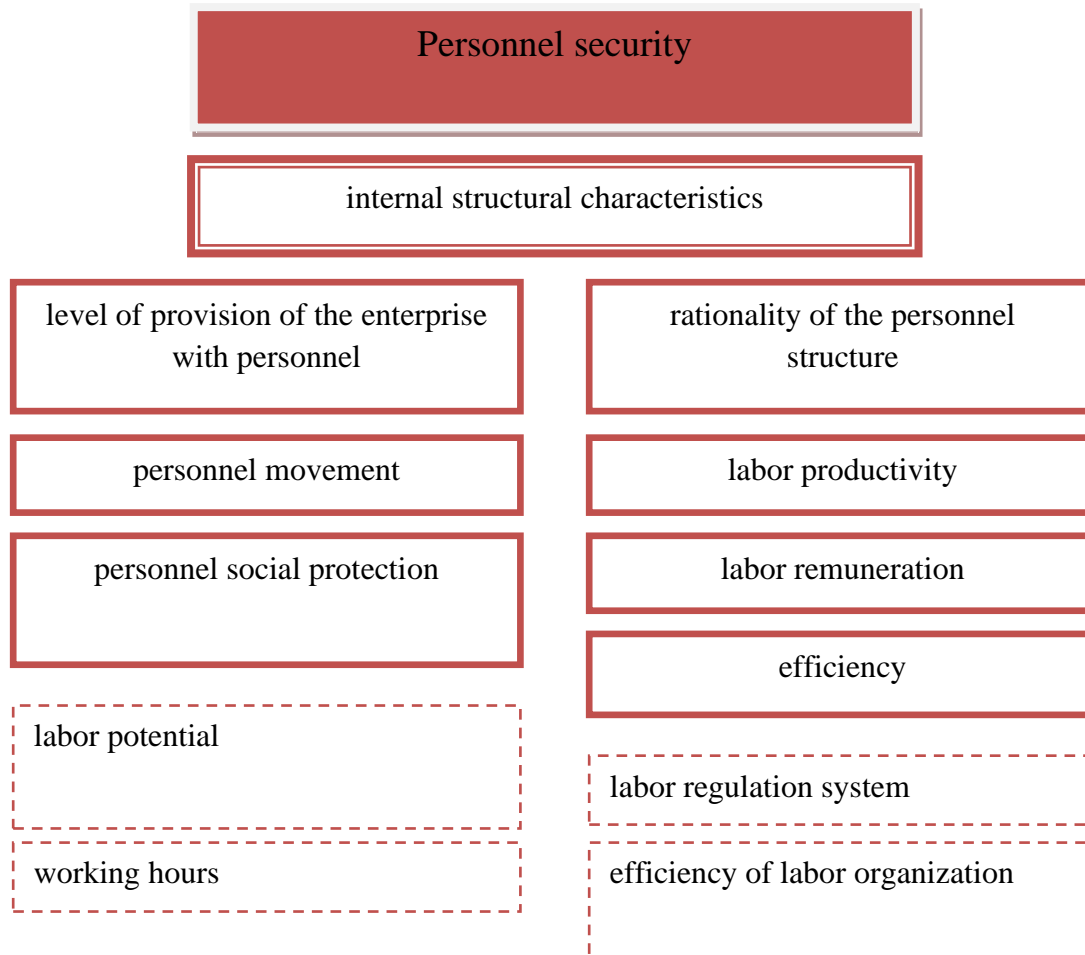


**Figure 2.** Formation of the enterprise personnel security system\*

\*Developed by the author based on [2,7,9,11,12,16].



The internal structural characteristics of personnel security include the level of provision of the enterprise with personnel; rationality of the personnel structure; efficiency of labor potential and working hours; personnel movement; efficiency of labor regulation system and its organization; labor productivity; labor remuneration; personnel social protection (Fig. 3.).

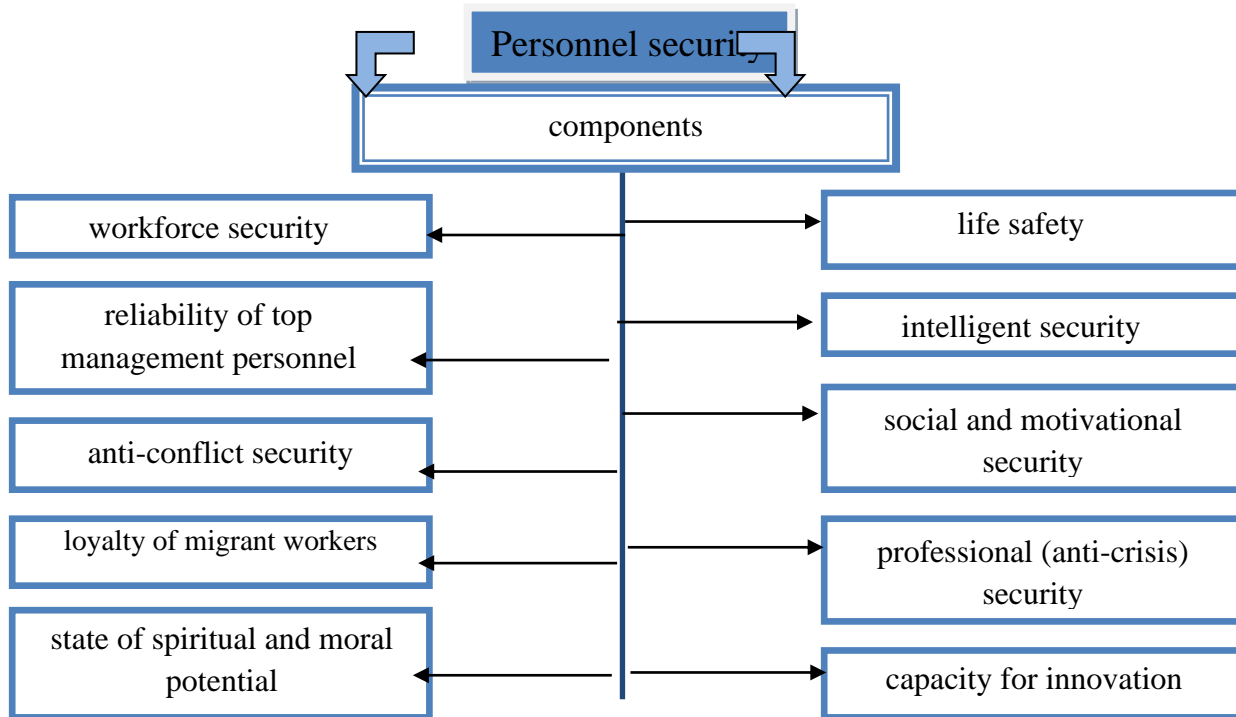


**Figure 3.** Personnel security system management \*

\*Developed by the author based on [16]

Protection of the intelligent and personnel functional component of economic security is considered as the one including two areas of business entity operations: working with enterprise personnel aimed at improving the efficiency of all categories of personnel; preservation and development of intellectual potential, a set of rights to intellectual property or its use (in particular, patents and licenses) and to replenishment of knowledge and professional experience of the enterprise staff [16]. L. M. Tomanevych distinguishes 4 types of security components in the structure of personnel security: life safety, social and motivational security, professional (anti-crisis) and anti-conflict security. Life safety includes health safety and physical

security; social and motivational – career, financial, aesthetic, administrative and career security; professional – work safety, retirement and insurance, information, intelligent security; anti-conflict – psychological, communication, patriotic security [18]. N. Ilina, bypassing the aesthetic one, notes ethical safety, singles out administrative and independent instead of administrative and career, as well as unites psychological and communicative ones (Fig. 4).



**Figure 4.** Components of personnel security\*

\*Developed by the author based on [18,14]

Forms of personnel security includes the state of the organization, the state of protection of the organization related to the personnel component; the process of preventing negative impacts on economic security of the enterprise; a set of measures against illegal actions; legal and information support of the personnel management process; staff management; a set of management measures [19].

Thus, the scientific literature interprets personnel security as a component of enterprise security. Its purpose is associated with the prevention and elimination of personnel threats. Personnel security is perceived as the one guaranteeing the efficient stable functioning and development of the enterprise, its ability to withstand internal and external threats.

The postmodern situation does not mean destabilization of methodological principles. The demonopolization or denationalization of the methodology is a fruitful process enriching and democratizing the search for truth, liberating and stimulating research energy, as well as allowing grasping the subject more fully and comprehensively. However, methodical pluralism should not turn into methodological anarchism, into methodological indiscriminateness, arbitrariness. It is necessary to avoid methodological equalization – proclamation of the absolute equivalence of all research methods, denial of any subordination between them. The choice of research methods



should be objectively conditioned by the subject of research, the need to reveal the truth, the probability of which can be proved and verified by a certain objective criterion, the capability of methods to reveal the social essence of the subject of research [20].

As part of research, we rely on general systems theory and apply the methodology of systematic analysis. The system is understood as a set of intrasystem elements. We consider the personnel system of the enterprise as a subsystem of the complex open system of enterprise security, which is a subsystem of the economic security system. The open system is interpreted as the one interacting with the environment. The environment means a set of elements with certain properties, which, despite the fact that they are not components of the system, affect its condition [7]. Decomposition of the macrosystem allows considering personnel security as a self-sufficient system. When detecting the intrasystem elements, we use the structural analysis.

Based on solutions of H. Haken [21], we interpret personnel security as a complex dynamic open system interacting with the environment at the information level. We mean the interchange of this system with other systems (subsystems) and the environment, the self-sufficiency of the non-equilibrium system and non-linearity, which determines the multivariance.

Note that the synergistic paradigm allows us to operate the category of enterprise personnel security as a multifunctional category functioning amidst a synergistic dialogue of different disciplinary matrices. Considering the category as the system, we appeal to [14] that substantiates the need to correlate multifunctional categories and offers a communicative concept of invariant stability with the simultaneous ability of relevant information fields of intrasystem category cores to change depending on information received at the inputs to the system. Appealing to the concept of invariant stability, we consider the category of enterprise personnel security as a complex system functioning in the poly-scientific space and adapting to certain disciplinary environments, taking into account adaptive properties provided by relevant information fields of unchanging cores.

The study is based on dialectics, the doctrine of the greatest general regularities of development. Recently, there has been a tendency to deny the dialectical approach. We share the opinion that this is a reckless attitude. The point is that if distancing oneself from this or that approach is caused by a paradigm shift, it is different if it is predetermined by all sorts of excessive caution. A scientist should not go along with political layering, manipulations, etc. Certain ideological perversions, distortions, etc. have no right to take away rational tools from the researcher [22].

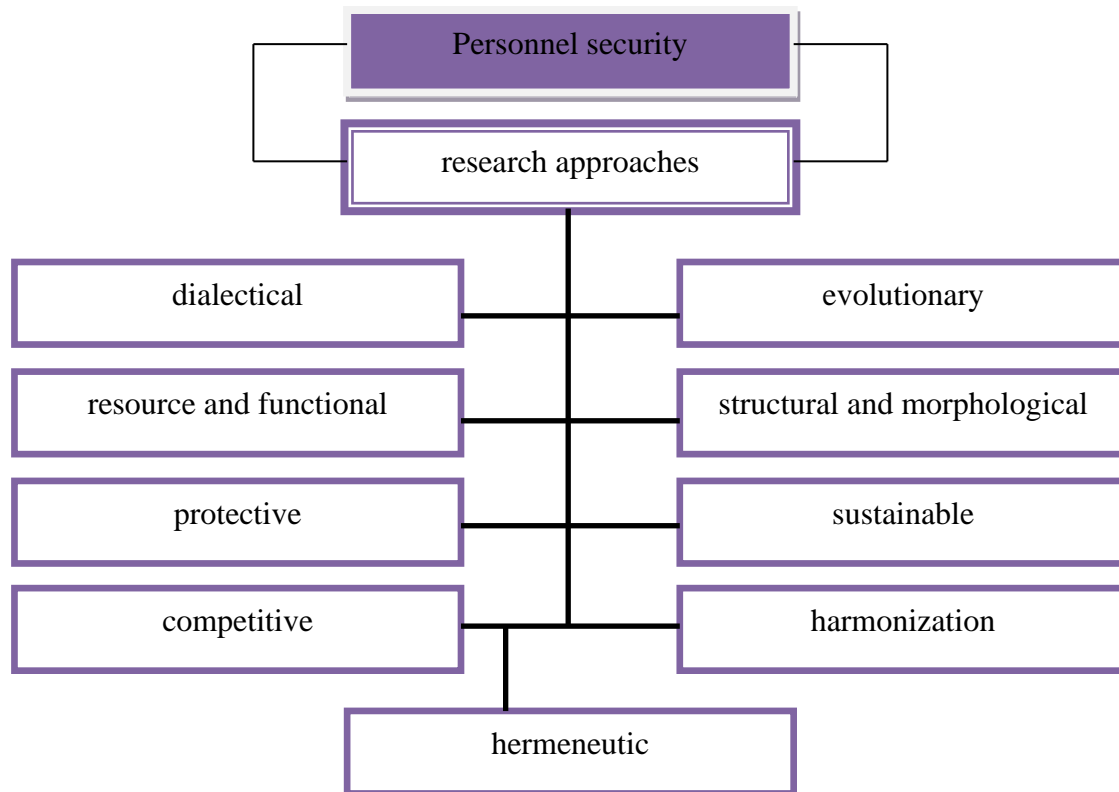
Taking the dialectical approach, we rely on the principle of historicism: we consider phenomena and processes in their development as the one having a progressive nature, taking into account contradictions, including internal ones. The historical approach to the subject of research includes the analysis of the key stages of its emergence, development and functioning. The principle of interconnection and interdependence is of great importance in the study. We consider the intrasystem elements of the studied systems as the ones being in interconnection and interaction.

During research, we rely on such principle of dialectics as universality, which means the consideration of subjects and phenomena of reality along with internal and external relations. This approach allows us to comprehensively study the object with the step-by-step highlighting of its various sides. We follow the principles of objectivity and specificity while examining phenomena and categories.

The evolutionary approach allows us to consider economic security as a complex dynamic self-developing system, simultaneously adapting to the environment. The resource and functional approach allows us to consider economic security from the perspective of enterprise development

as the one achieved by the efficient use of corporate resources by functional components. The structural and morphological approach allows us to consider the system as a subordinate hierarchical structure and distinguish leading structural elements. The protective approach allows considering the concept of enterprise economic security with the focus on prevention and protection from the negative impact of the external environment. The sustainable approach focuses on the ability of the enterprise as an economic system to balance and sustainability. The competitive approach allows us to study the enterprise from the perspective of competitive advantages. The harmonization approach allows us to study enterprise security in terms of harmonization of enterprise's interests with interests of the external environment. Each of these approaches allows comprehending a particular aspect. Together it leads to the comprehensive study of enterprise economic security and personnel security as its component.

As part of research, we apply the hermeneutic approach, which gives an opportunity to interpret concepts and phenomena from the consumer's perspective. The hermeneutic approach allows us to interpret phenomena, processes and concepts, as well as detect features required to achieve the purpose of the study (Fig. 5.).



**Figure 5.** Methodical approaches to the formation and management of the personnel security system\*

\*Developed by the author based on [17]

The non-systemic nature of personnel security measures leads to the fact that a certain number of enterprises face problems in entrepreneurial activity, which could have been avoided if the entrepreneur was aware of the methodology of formation of enterprise personnel security. Note



that every operating enterprise has a personnel security system. It is an axiomatic statement. Even if the enterprise has not officially introduced the personnel security policy and confirmed the functioning of the personnel security system, such a system most likely exists. When beginning to work on such enterprises, one should primarily define the level of personnel security.

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