

ЗАБЕЗПЕЧЕННЯ КАДРОВОЇ БЕЗПЕКИ В УМОВАХ ПОГЛИБЛЕННЯ КРИЗОВИХ СОЦІАЛЬНО- ЕКОНОМІЧНИХ ЯВИЩ

UDC 658.3.07:331.1

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Personnel security management technology at the enterprise

Ukrainian enterprises are forced to work in a dynamic and unpredictable environment, which is created by unstable market relations, as well as political, economic and social processes. The necessity to address numerous issues of enterprises' adaptation to economic, scientific, technological, informational and social changes encourages managers to implement effective enterprise economic security management technologies.

One of the main functional components of economic security is personnel security, since the human factor is considered as the most important and specific economic resource of a company. First of all, the particularity of the human factor compared with other economic development features is that people will not only create, but also consume material and moral values. Secondly, the diversity of human life is not limited only to employment; consequently, in order to use human labor effectively, human needs should always be considered. Thirdly, technological progress and social orientation of human life are increasing the economic role of knowledge, morality, intellectual potential and other personal characteristics, which are being for years and epochs and can be fully developed only under favorable conditions [1].

The theoretical basis of the definition of personnel security was stated in academic works of foreign scientists such as T. Bazarov, L. Byers, B. Henkin, G. Dessler, P. Drucker, A. Yehorshyn, O. Kibanov, E. Maslov, V. Travin, S. Shekshnia and others.

A wide range of issues related to the characteristics of the constituent elements of personnel security and measurement of the impact of external and internal environment factors on a personnel security management system, were considered by such Ukrainian scientists as O. Amosha, O. Arefyeva, V. Geyets, O. Grishnova, S. Dovbnya, M. Doronina, Y. Ivanov, M. Kizim, N. Lukyanchenko, N. Meheda, G. Nazarova, O. Novikova, N. Podluzhna, V. Ponomarenko, N. Cherednichenko, N. Shvets etc.

It should be noted that functional components of personnel security are investigated; as well as conceptual approaches, aimed at the determination of external and internal threat factors to personnel security. However, the current practice of Ukrainian enterprises demonstrates a deep contradiction between the needs of enterprises in economic security maintenance and care and the capability of implementing an effective personnel safety management technology. In particular, there is a need to develop a personnel security management technology in theoretical, methodological and practical way; specific ways of personnel security management technology and methodological approaches of evaluating employees' reliability should be defined.

Such conditions created an objective need in continuation of scientific researches in this field.

The purpose of this research is to determine the concept of personnel security management technology, its most up-to-date and meaningful elements in terms of Ukrainian enterprises performance and the ability to influence personnel security by raising employees' reliability.

By management technology, we mean a structured sequence of related administrative procedures and operations, directed to perform management functions, accompanied by management decisions, provided by certain methods, techniques, tools and instruments [2].

The concept of personnel security is equally complex and multifaceted. Summarizing scientific sources [3; 4; 5; 6], we can conclude that scholars have identified the following approaches to determining personnel safety: static, process and systematic. In terms of this analysis, we are focusing on the systematic approach, because personnel security is defined as an interaction of specific components that affect employees during the process of recruitment, usage, development and release.

Based on the statements, mentioned above, we can specify the definition of personnel security management technology (table 1) .

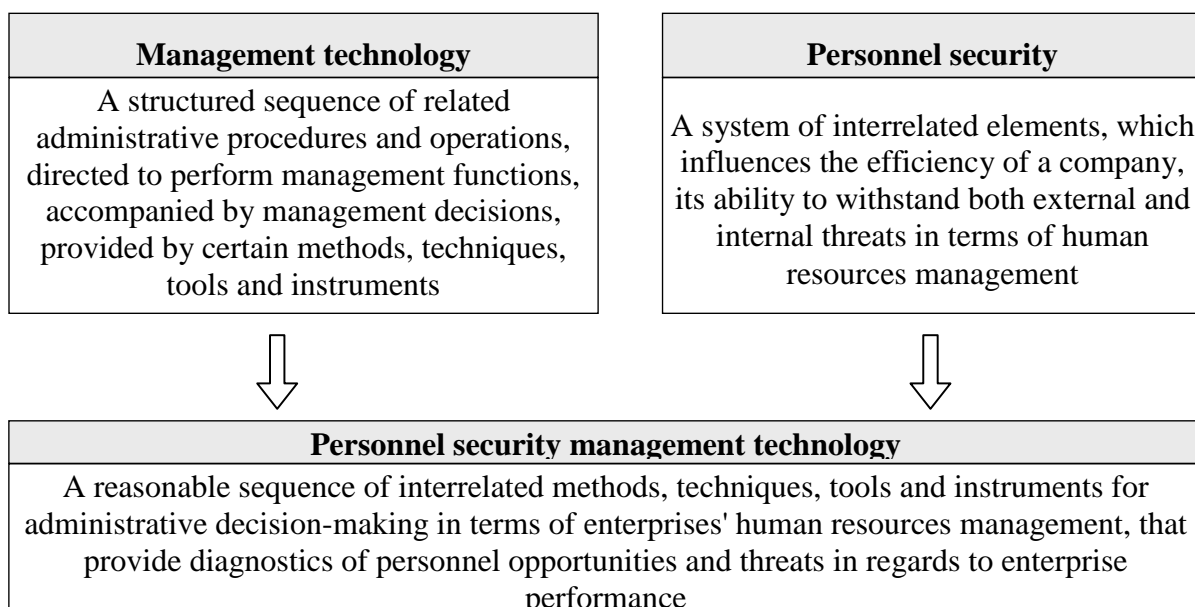


Figure 1 – Definition of personnel security management technology

The research of production and management processes that take place in enterprises allows to divide the management technology into three cycles:

1. Information cycle that involves searching, gathering, processing, transmission and storage of scientific, technical, economic, operational, production, registration and other information. These works are mostly done by specialists and technical executives.

2. Logical thinking cycle, the essence of which lies in the development and management decision making (research, improvement of technical and economic decisions and forecasts). These works are performed by companies' specialists, functional managers.

3. Organizational cycle which includes an organizing influence over the management object in order to implement management solutions (employees search and involvement, determination of duties, delivery of objectives to performers, working process organization operational management, coordination, promotion and feedback). These works are performed by line managers.

Personnel safety and results of a company depend on each category of workers

reliability. Consequently, implementing personnel security management technology and evaluating its level in the enterprise, is appropriate in accordance with vectors represented in figure 2.

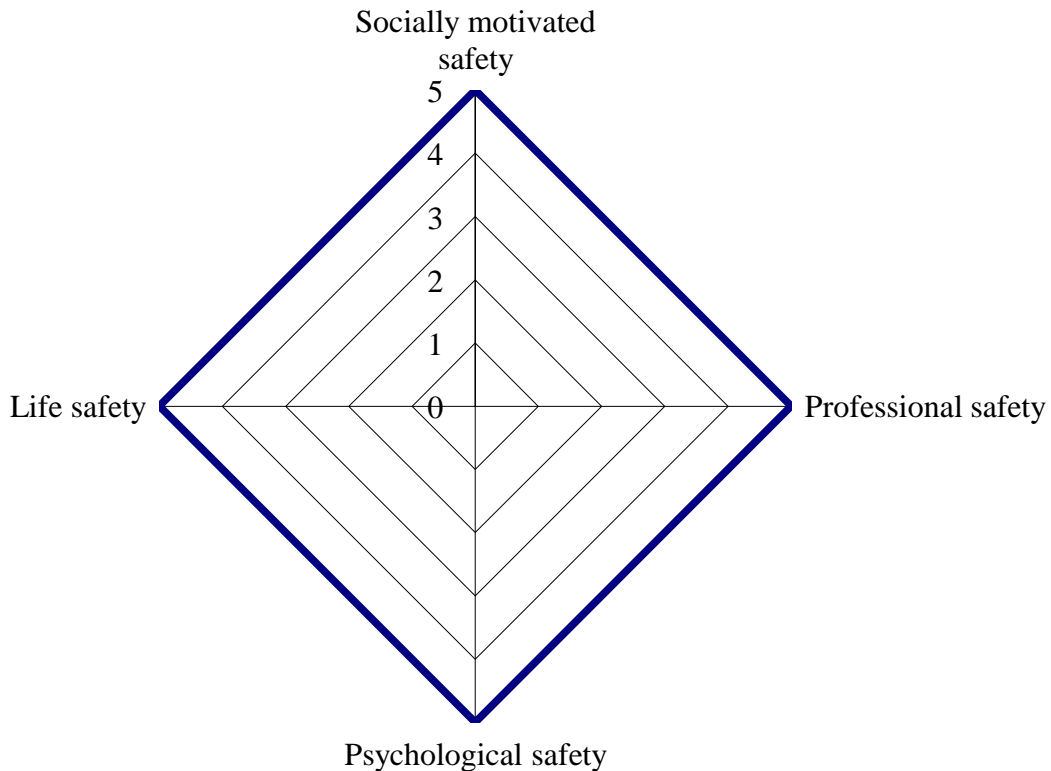


Figure 2 – Vectors of implementing personnel security management technology at the enterprise

The formation of personnel security management technology allows to identify the most important categories of this process, including functions, principles, methods and techniques of impact on employees. An effective personnel security management technology is designed to rationalize the management process by selecting the best practices and techniques to achieve the goal in each functional subsystem. Therefore, effective personnel security management technologies will provide managers with the tools to identify threats and latent opportunities of the enterprise.

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