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PERSONNEL SECURITY AS AN ELEMENT OF HUMAN RESOURCES (PERSONNEL) POLICY IN THE ECONOMIC AND FINANCIAL SECURITY SYSTEM OF THE BUSINESS ENTITY

It is offered the author's definition of personnel security as a result of taking a set of actions, means and resources aimed at ensuring the reliability of personnel and counteracting the negative impact of personnel risks and threats on the state of financial and economic security of the enterprise. The list of personnel policy components that can be aimed at fulfilling the task of personnel security is determined and their impact on the financial and economic security of the entity is predicted. The place of personnel security in the complex system of financial and economic security of the enterprise is specified. The possibilities of personnel risk management through the process of ensuring the personnel security of the company have been established.

Keywords: personnel policy, personnel security, personnel, financial and economic security, security, personnel risks.

Introduction. Personnel policies of domestic enterprises form the conditions for the work of staff, determine the purpose and means of achieving the goals of the organization in the process of interaction with employees and so on. It is within the framework of the personnel policy, as a strategic document of information support of the personnel management system, that the principles of effective use of the human capital of the entity should be implemented. At the same time, changing the paradigms of functioning of modern enterprises in the direction of dismissing the vision of personnel from the position of top management not as an ordinary resource, but as the greatest value and competitive advantage of the business structure, leads to the need to revise the traditional practices of personnel policy development. At the same time, more and more often, company personnel are recognizing by managers as a source of a large number of threats and risks for company's assets, business results, goodwill, etc. From the compensation of losses that can be caused by actions or omissions of employees, modern enterprises prefer to move to the practice of preventive action on the dangers associated with staffing. Such aspirations should be reflected in the personnel policy of the company, changing its structure and content. Thus, personnel security and the ways to ensure it should become an important and obligatory component of the personnel policy of any modern enterprise, seeking to survive in the face of competition in the conditions of information economy and universal digitization of financial and economic relations.

Target setting. The aim of the study is to summarize and systematize the fundamental foundations of integrating personnel security policies into the entity's personnel management system. In order to successfully accomplish this goal, it is necessary to perform a number of important research tasks, including: to clarify the substantive essence of the concept of personnel security, to identify the components of personnel policy that can be directed to fulfill the task of ensuring personnel security, to establish the place of personnel security in a complex system of financial and economic security.

Analysis of recent research and publications. Awareness of the role of personnel in the mechanism of financial and economic security at all levels of the economic entity management system and in the scientific field has become a catalyst for the emergence of numerous publications on the personnel security of modern business structures. Among foreign scientific sources we consider interesting from the point of view of safety-oriented personnel management to be publications¹². Among Ukrainian scientists who are thoroughly study within the limits of their scientific researches the issues of personnel security and determine the risks

¹Lang, E., Nelson, L. (2007). *Predicting Industry Personnel Security Investigation Requirements*, 63.

² Festa, J. P. (2012). New technologies and emerging threats: personnel security adjudicative guidelines in the age of social networking. Monterey, California: *Naval Postgraduate School*.
<<http://www.dtic.mil/dtic/tr/fulltext/u2/a576171.pdf>> (2020, January, 20).

of personnel actions for the state of financial and economic security of economic entities, it is possible to note O.M. Herasymenko, who reveals an important aspect of modeling the personnel security system of an entity¹, V.O. Zanora, who pays attention to the formation of personnel potential of innovative development of Ukraine in the conditions of Industry 4.0², within which new types of personnel risks are known to be emerging. The aforementioned researcher is concerned with the problem of managing the human resources of the enterprise, and provides recommendations on the practical aspects of employee selection³. It is this element of personnel policy that should be optimized in the current economic environment, given the importance of selecting loyal and qualified personnel for the personnel security system of economic structures. An equally important aspect of personnel policy is the personnel motivation system⁴ in view of the possibility of generating the risk of insider information leakage from persons who are not satisfied with the attitude of the company management to their achievements and merits.

In professional publications of N.V. Zachosova the necessity to use techniques and tools of personnel management to guarantee the economic and financial security of a commercial bank is proved⁵. The researcher also specifies the directions of ensuring the reliability of the personnel and personnel security of the business entities⁶. Also in the list of scientists who pay attention to the issues of personnel security of business structures is D.A. Zatonatskiy, who offers innovative methods and models of personnel safety management and directions of their use at Ukrainian enterprises⁷.

Therefore, the issues of achieving and maintaining the proper level of personnel security of economic entities are actively discussed in the scientific field. However, the ways of integrating risk management tools into HR policies remain a problematic aspect that is worthy of attention from theorists and practitioners. In addition, this task is compounded by the need to balance within the personnel policy the interests of company owners, management staff and ordinary employees.

Research results and discussion. Let's specify the approaches to understanding personnel security in order to identify what the tasks of this functional component of a complex system of financial and economic security can be fixed by the personnel policy of a business entity.

O.M. Lyashenko and Ya.M. Kryl under the personnel security of the enterprise offer to understand the "component of the economic security of the enterprise, which is a set of socio-economic, managerial, social and psychological processes aimed at protecting the activity of the enterprise from threats caused by human factors"⁸. Thus, personnel security in the system of financial and economic security of the enterprise is given a central place, if not from the position of dominance of its importance, then undoubtedly according to the model of architectonics of the system of financial and economic security, where personnel security mediates the functioning of all channels of interconnection of components of such system, and therefore, it should be at its center so that the distances between all the elements of the financial and economic security system are kept to a minimum and the information transmission speed is maximized.

Tkachenko V.I. notes that "all scholars considering the essence of personnel security can be divided into those who view this concept from the point of view of target, process, structural, functional, managerial, resource and comparative approaches". At the same time, "personnel security is one of the most dualistic elements of enterprise security, since the organization's staff is both the object of threat and the subject of their emergence", and the researcher defines it as a "set of conditions and factors that create security of vital

¹ Герасименко, О. М. (2012). Моделювання системи забезпечення кадрової безпеки суб'єкта господарювання. *Актуальні проблеми економіки*, 2, 118-124.

² Занора, В. О., Зачосова, Н. В. (2019). Формування кадрового потенціалу інноваційного розвитку України в умовах Індустрії 4.0: ретроспектива, сьогодення. *Проблеми системного підходу в економіці*, 1 (69), 86-93.

³ Занора, В. О. (2016). Управління кадровим потенціалом підприємства: практичні аспекти відбору працівників. *Інтегровані бізнес-структури: моделі, процеси, технології*, 11, 110-112.

⁴ Занора, В. А. (2013). Методический подход к формированию системы мотивации кадров как функции управления затратами. *Гуманитарные, социально-экономические и общественные науки*, 4, 372-376.

⁵ Зачосова, Н. В. (2011). Кадровий менеджмент у системі економічної та фінансової безпеки комерційного банку. *Сучасна економіка*, 5, 14-25.

⁶ Зачосова, Н. В. (2017). Напрями забезпечення надійності персоналу та кадрової безпеки суб'єктів господарської діяльності. *Причорноморські економічні студії*, 21, 82-86.

⁷ Zatonatskiy, D. (2019). Innovation Methods and Models of Personnel Security. Management: Opportunities and Imperatives of Use at Ukrainian Enterprises. *Marketing and Management of Innovations*, 1, 294-301.

⁸ Ляшенко, О. М., Криль, Я. М. (2013). Кадрова безпека у системі економічної безпеки підприємства. *Економіка. Менеджмент. Підприємництво*, 25 (2), 274-279.

interests of participants of labor relations and promote efficient and harmonious development of human resources"¹. The mentioned above approach is aimed at maximizing the satisfaction of the interests of the company staff, while most companies consider human resources as a means of achieving their own entrepreneurial goals and interests.

O.V. Soroka defines personnel security as "a set of measures aimed at maintaining the core of personnel, creating maximum conditions for their productive activities by reducing the risks and threats associated with poor staff performance, their intellectual potential and employment relations in general"². The proposed definition, on the one hand, almost identifies the personnel safety and personnel policy of the enterprise (the latest modern scientists, in particular O.A. Shapoval, understood as "a set of principles, methods, forms of organizational mechanism for the formation, reproduction, development and use of staff, creating optimal working conditions and motivations"³), on the other hand, it narrows down the list of sources of risk and threat, only linking them to the poor quality of the staff's job responsibilities.

According to I.Ya. Burda – "the achievement of the goal of personnel policy is ensured through the achievement of the goal of the human resources subsystem". Also in the source⁴ the tasks of personnel security subjects are specified in accordance with the type of personnel policy (passive, reactive, preventive, active, adventurous) and the mechanism of providing personnel security in accordance with the areas of personnel policy, the main directions of which are defined: work with applicants, hiring, monitoring external and internal environment, monitoring of information channels and information policy, neutralization of threats, the source of which is the personnel, protection of commercial information, attestation and control.

N.O. Ivanchenko links the economic security of the enterprise with the state of its personnel potential. Human resources serve as a reserve for countering the numerous risks associated with company staff. Indicators of human resources are the following indicators that can be successfully used to assess the level of personnel security and to characterize the level of effectiveness of the personnel policy of the entity, namely: staff turnover, stability (loyalty) of staff, level of discipline (number non-attendance at work), compliance of employees with the degree of complexity of their work, the ratio of the number of individual categories of employees⁵.

O.Y. Amosov notes that "the conceptual approach to personnel risk management in the context of ensuring the economic security of the enterprise involves setting goals, defining tasks and justifying the functions of personnel risk management, choosing the tools that most adequately and comprehensively assess the personnel risks of the enterprise"⁶. The fulfillment of these tasks can be attributed to the goals of the personnel security subsystem of the enterprise, which makes personnel risk management one of the important functions of such a subsystem. Personnel risk management strategies and tactics should be reflected in the personnel policy of the enterprise and monitored in the course of ensuring the entity's personnel, financial and economic security.

In English-speaking countries, the risks and threats posed by the actions or behavior of staff and former employees of a company are called insider risks. Their importance in the period of development of the information, and subsequently the digital economy, has become so palpable that for several years in a row, reports have been published on insider risks, to which large reputable market players are involved. The latest "2020 Insider Threat Report" contains the following statistical information:

- 68% of organizations feel moderately to extremely vulnerable to insider attacks;
- 68% of organizations confirm insider attacks are becoming more frequent;

¹ Ткаченко, В. І. (2018). Сутність кадрової безпеки підприємства. *Науковий вісник Ужгородського національного університету. Серія: Міжнародні економічні відносини та світове господарство*, 22 (3), 81-84.

² Сорока, О. В. (2018). Забезпечення кадрової безпеки як функція управління персоналом. *Вісник соціально-економічних досліджень*, 4, 53-63.

³ Шаповал, О. А., Таранічев, С. Л. (2019). Теоретичні аспекти управління кадровою політикою підприємства. *Науковий вісник Ужгородського національного університету. Серія: Міжнародні економічні відносини та світове господарство*, 27 (2), 97-100.

⁴ Бурда, І. Я. (2012). Механізм забезпечення кадрової безпеки в процесі формування та реалізації кадрової політики. *Наукові записки [Української академії друкарства]*, 3, 88-96.

⁵ Іванченко, Н. О. (2013). MIVAR простір кадрового потенціалу економічної безпеки підприємства. *Вісник Бердянського університету менеджменту і бізнесу*, 2, 54-59.

⁶ Амосов, О. Ю. (2016). Управління кадровими ризиками як елемент забезпечення економічної безпеки підприємства. *Інфраструктура ринку*, 2, 376-380.

- 53% of organizations believe detecting insider attacks has become significantly to somewhat harder since migrating to the cloud;
- 63% of organizations think that privileged IT users pose the biggest insider security risk to organizations¹.

Studying the scheme of insider actions in the personnel security system of business entities, V.A. Panchenko insists that it can be presented in the following form: recruitment, agreement with competitors, choice (the insider must conduct a comparative analysis of the state of affairs in the personnel security system of the entities in which he or she works and the proposals made by the competitor company – choose the best option), the choice of technical implementation method for the insider's work, determining the location and time of the operation, obtaining the necessary information (data), choosing actions with the information received. To organize the fight against the problem of insiders V.A. Panchenko offers, first and foremost, to identify the main areas of business security in the personnel security system². Given the above information, it is possible to clarify the place of personnel security in the system of financial and economic security – there must be a close, direct and maximally effective connection between the personnel and information-analytical subsystems. According to S.V. Kavun, "personnel security system is one of the main components of economic security, whose management allows to reduce the risks and threats to the enterprise related to poor staff performance, low motivation level, misunderstanding of the strategy and tactics of the company at the macro level and short-term goals within its functional responsibilities of each individual employee"³. Therefore, the role of personnel security in the process of ensuring the financial and economic security of an entity is so significant that certain experts in the field of security studies are ready to recognize it as a separate autonomous system of integrated security system of the company, and not only a structural and functional element of the economic security system of the enterprise.

Interesting from the point of view of managing personnel security of enterprises is the approach of Yu.A. Poskrypko who offers approaches to applying the Nash equilibrium in ensuring personnel security in an enterprise's economic security system. Based on the results of his own research, the scientist considers it necessary to develop and implement at the enterprises the "Code of Ethics of Personnel Security" (or similar document), "the main purpose of which is the formation of "zero tolerance" in the company for offenses and offenders. Code of Ethics of Personnel Security should become a large component of corporate organizational culture of enterprises⁴. In the context of information overload and complicated workflow, the transformation of personnel policy as the main document and source of information on the principles and traditions of work with the personnel of the company may be more appropriate step, namely the separation in it of the section devoted to the directions of ensuring the personnel security of the entity, including and by establishing ethical conduct and loyalty requirements for staff, both on-site and off-site.

The list of actions to be taken within the framework of personnel policy in order to prevent the negative impact of actions and inactivity of employees on the state of financial and economic security of the enterprise, mentioned below.

Observation – the process of giving by top management of the company or those who are responsible for work with the staff persons, direct management of the employee attention to his behavior in the team, fulfillment of official duties; forming an overall impression of the individual depending on his/her image in the workplace.

Monitoring is the process of thorough periodic watching after an employee, gathering information about the model of his/her behavior in the team, familiarization with documents that characterize his/her personal and professional qualities in order to identify cases of deviations in his/her behavior from the inherent patterns.

Analysis – collecting and processing information about the nature of behavior and results of the employee's work, their systematization and formalization, identifying trends and characteristics.

¹ Cybersecurity Insiders (2020). *2020 Insider threat report* <<https://www.cybersecurity-insiders.com/portfolio/2020-insider-threat-report-gurukul>> (2020, January, 20).

² Панченко, В. А. (2018). Схематика дій інсайдерів у системі кадрової безпеки суб'єктів господарювання. *Підприємство і торгівля*, 22, 101-107.

³ Кавун, С. В., Панченко, В. А. (2017). Модель інтелектуального управління системою кадрової безпеки підприємства. *Науковий вісник Львівського державного Університету внутрішніх справ. Серія економічна*, 2, 190-198.

⁴ Поскрипко, Ю. А. (2016). Рівновага Неша у забезпеченні кадрової безпеки підприємств. *Вчені записки університету «КРОК». Серія : Економіка*, 44, 130-138.

Assessment – forming a conclusion about the likelihood of risks and threats from an employee based on the analysis of his/her behavior and the effectiveness of his/her professional performance.

Control – periodic review of the results of the employee's activity, establishing the causes of his specific actions in a particular situation, setting targets and guidelines for his continued stay in the company, the conditions for reviewing the possibility of dismissing the employee in a number of circumstances and waiting for their occurrence.

Supervision – constant monitoring of the employee's performance of his/her professional duties, expectation of signals of manifestations of threats and risks on the part of the employee in order to take all possible measures in a timely manner to prevent their negative effects on the financial and economic security of the entity.

The following list of actions is aimed at determining the level of reliability of personnel, which is an important task in the process of ensuring personnel security, the intentions of which should be reflected in the personnel policy of the enterprise. N.S. Kachan proposes to understand the reliability of the staff as "formal signs of the ability to fulfill the professional responsibilities that are necessary at the initial stage of formation of the personnel of the enterprise – the selection of personnel and which require the participation of the enterprise in the process of professional development of employees". The researcher defines the loyalty of the staff as "social and psychological signs of employee's commitment to the enterprise, the team and the activities performed by them, which are formed by adequate management policy of management, involvement of professional HR-managers and psychologists in the formation, preservation and development of a positive psychological climate in the team"¹. Therefore, work to improve the level of personnel reliability in the context of managing the personnel security of the enterprise should be more formalized, better subject to evaluation and control. Achieving the same high level of loyalty of personnel is possible only if there is an effective system of motivation, the basis of which is determined by the personnel policy of the company (Table 1).

Table 1

Fixation of HR components in the personnel policy of enterprises and their impact on personnel, financial and economic security

HR components	Personnel policy	Impact on personnel security	Impact on financial, economic security
Recruitment (sources of recruitment)	Formation of high-quality personnel	Minimizing the risk of hiring non-professionals	Minimizing the risk of loss of assets through negligence
Checking the employee	Assessment of personnel risks	Eliminating insider risks	Theft prevention
Training and adaptation of the employee	Preparation for work in a team under specific conditions	Ensuring the consistency of staff work	Understanding the rules of working with resources
Limiting employee responsibilities	Effective distribution of responsibilities and tasks	Diversification of personnel risks	Restricting access to resources
Organization of work of the employee	Creating safe working conditions	Minimize threats to the lives and health of employees	Cost minimization in case of force majeure
Corporate culture	Understanding the company's purpose	Increasing employee loyalty	Responsible attitude to resources
Stimulation and motivation, recognition of merit	An effective system of incentives and various forms of employee promotion, career advancement	Minimizing the number of redundancies, improving the reliability of staff	Saving resources because there is no need to find new staff
Improvement of employee qualification	Staff development	Reducing the number of professional mistakes	Labor productivity growth
Dismissal of the employee	Achieving satisfaction of interests of all parties	Monitoring the further professional movement of the released person	Counteracting the assets of the company and damaging its reputation

Made by the author

¹ Качан, Н. С. (2017). Формування понятійного апарату в системі кадрової безпеки підприємства. *Проблеми інноваційно-інвестиційного розвитку. Серія : Економіка та менеджмент*, 12, 130-139.

Conclusions. The study of the conceptual principles of ensuring the personnel security of the company in the framework of the implementation of personnel policy has made possible the following important conclusions.

1. The substantive essence of the concept of personnel security lies in its understanding as a result of the use of a set of actions, means and resources aimed at ensuring the reliability of personnel and counteracting the negative impact of personnel risks and threats on the state of financial and economic security.

2. The components of personnel policy that can be directed to fulfill the task of ensuring personnel security include effectively organized with minimal personnel risks processes of: recruitment, verification, training and adaptation, limitation of duties and organization of work of staff, corporate culture, incentives and motivation, recognition of the merits of employees, upgrading their skills, training and dismissal.

3. The place of personnel security in a complex system of financial and economic security is associated with a set of measures aimed at counteracting the risks of resource integrity and the level of business reputation that are formed in the plane of action or inaction of the personnel of the enterprise. Personnel security must become the center of the enterprise's financial and economic security system and be closely and continuously linked to the entity's information and analytical security subsystem.

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