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MANAGEMENT OF PERSONNEL SECURITY DURING THE WAR AS A PREREQUISITE FOR THE ENTERPRISE'S DEVELOPMENT IN THE POST-WAR PERIOD

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The war in Ukraine has led to the emergence of new threats and the intensification of existing ones. In particular, in the years preceding the martial law, domestic enterprises have already experienced a number of threats from their own staff, which in turn had a negative impact on their economic security, as personnel security is a component of it. The risk of financial losses, the risk of a decrease in the value of the company's assets and the security of the business entity as a whole depend on how effectively the management addresses the issues of personnel security.

Today, in our opinion, retaining highly qualified personnel in Ukraine and preventing their outflow abroad should become part of the state human resources strategy.

The question of who will support and develop the real sector of the domestic economy tomorrow was a pressing one. After all, there are entire professional layers in which competence, experience, and education take 10-15 years to acquire, and the loss of such personnel cannot be restored in a short time.

Thus, personnel security occupies a dominant position in relation to other elements of the enterprise security system, since it works with personnel, and they were primary in any of the elements. What does the concept of "personnel security" include? Let us consider the approaches to the interpretation of this concept by different scholars (Table 1).

Threats to the personnel security of an enterprise were created by factors of both the external and internal environment of the organization. External threats include:

1) a full-scale invasion of Ukraine, which resulted in deaths, the outflow of personnel abroad and to other regions of the country, and the physical and economic destruction of enterprises and organizations that provide jobs;

2) redistribution of personnel in the employment sector – recruitment to the Armed Forces of Ukraine, the presence of a large number of internally displaced persons, which creates a kind of imbalance in the labor market;

- 3) inflationary processes in the economy, which certainly affect the level of real wages;
- 4) lack of an effective state policy to create new jobs;
- 5) reduction in the number of full-time employees and increase in the share of part-time employees, which creates a strategic "gap" in the personnel strategy, as full-time employees work more diligently [6];
- 6) headhunting by competitors;
- 7) unstable political, economic and social situation in the country;
- 8) insufficiency of state programs for social protection of the population
- 9) unregulated mechanism of social partnership;
- 10) trends in the development and functioning of the labor market.

Table 1

Semantics of the concept of "personnel security"

Definition	Authorship, source
is the legal and informational support of the personnel management process: resolving legal issues of labor relations, preparing regulatory documents that regulate them, providing the necessary information to all personnel management units	O. Kyrychenko [1]
is the process of preventing negative impacts on enterprise security by eliminating risks and threats related to intellectual potential and labor relations in general	O. Lyashenko [2]
ensuring that the company has human resources, forming an effective human resources management system and communication policy. The intellectual component cannot exist outside of personnel security, as it is part of it	Migus I. [4]
the process of preventing negative impacts on the economic security of the enterprise by neutralizing the risks and threats associated with personnel, their intellectual potential and labor relations in general	Panchenko V. [5]
is the main component of the enterprise's economic security, the main purpose of which is to prevent and counteract the system of threats to the physical and psychological life of personnel, their professional activity and development, and the effective use of human resources	The author's definition

As for the internal threats to personnel security, we can include the following:

- 1) low qualification of specialists, including the management staff;
- 2) mismatch of employees' qualifications with their positions;
- 3) lack of an effective system of personnel selection;
- 4) ineffective system of ranking employees by the degree of classified access information and development of rules for working with such information;
- 5) ineffective organization of the advanced process training and personnel development in line with current challenges;

6) absence or insufficiency of measures to implement the enterprise's social policy;

7) low level, insufficiency, formality of measures in the labor protection field;

8) ineffective system of staff motivation (low salaries, ineffectiveness of the selected remuneration and motivation systems);

9) inappropriate involvement of qualified employees, lack of desire on the part of management to unlock and build their potential, and support their initiative;

10) absence or weakness of a corporate culture that creates a favorable atmosphere in the team;

11) ineffective social partnership at the enterprise level (domination of employer's interests).

O. Khalina and N. Kozachenko identify the following systems among the main aspects of ensuring enterprise's the personnel security: recruitment, loyalty, control [7, p. 137]. In our opinion, this list should include systems of labor organization and motivation.

The personnel recruitment system was a set of measures aimed at attracting and selecting applicants, taking into account the compliance of their competencies with the requirements of the vacant position and the enterprise's interests, its corporate culture, and the organizational goal's achievement [8]. Today, the hiring vector has shifted in favor of internally displaced persons. On the one hand, this was natural and provides advantages to the employer [9]:

- business and society as a whole should support citizens who find themselves in difficult life circumstances caused by military operations – this is the implementation of the social responsibility policy;

- in most cases, such employees try to show their best, try to be highly productive and work for results;

- they can demonstrate a new vision of processes at the enterprise, can assess shortcomings and often become initiators of innovations;

- they contribute to the development of competencies and management skills of the management, change its vision, and force it to look for new opportunities and solutions, as such employees were mostly hired into already close-knit teams;

- and, most importantly, in our opinion, the greatest motivating factor for employers is the possibility of receiving monthly payments from the state of UAH 6.5 thousand for each employed IDP.

On the other hand, one cannot ignore the threats that such a hiring system may lead to, in particular

- the desire for compensation may outweigh a moderate hiring system, in accordance with the competence and personality profile of the applicant,

which will subsequently have a negative impact on the final results of the company's activities;

- "blurring" of corporate culture and increasing the level of conflict in the team;

- most companies, especially in the current circumstances, lack an effective system of new employees adaptation and team building, so the emergence of such employees in an already well-coordinated team may unbalance its work;

- increased unemployment of the local population and, accordingly, their living standards in regions with a significant number of IDP's and lack of state support.

Ensuring employee loyalty involves developing a loyal attitude towards the enterprise through the use of various methods and techniques based on prioritizing employee's needs and interests. Let us consider the main factors that can ensure and increase the level of staff loyalty (Table 2).

Table 2

Factors influencing the level of staff loyalty

Before the military aggression	During the military aggression
• decent remuneration for labor;	• ensuring the best possible working conditions and stay in the workplace;
• safe conditions for cooperation between the employee and the employer;	• fair remuneration of labor, in accordance with the updated labor standards;
• fairness and honesty of the management in the process of the assessing employee's commitment level;	• employer's support for employees (material and psychological);
• decent and comfortable working conditions;	• joint (management and staff) volunteer activities;
• favorable climate in the team;	• empathy from the management;
• opportunity for professional growth and self-realization.	• transparency and honesty in management, organizational and production activities;
	• development of staff resilience;
	• moderate staff development policy, in accordance with the requirements of modernity

Source: generalized by the authors based on [7; 10]

Thus, there was a direct correlation between a company's socially oriented policy and employee loyalty. In other words, the better the company cares about its employees, the higher their level of loyalty to the company.

Control system was a set of measures based on certain rules and regulations, which are reflected in regulations, restrictions, regimes, technological processes, evaluation, control and other operations, and security procedures. This complex is directly aimed at eliminating the

possibility of causing damage and is usually practiced by the security service or other departments, but to a lesser extent by the personnel service. Labor organization is one of the most important management methods, as it coordinates and regulates the entire production process. Organization of labor at the enterprise level was the bringing of human labor activity into a system that ensures the achievement of the maximum possible useful effect, taking into account the specific conditions of activity and the level of responsibility [11]. At the same time, the ultimate goal of the labor organization system was to ensure the conditions for the rational and efficient use of staff labor in order to obtain a high-quality planned end result, taking into account the peculiarities of the business environment' development and functioning. As for the directions of rationalization of labor organization in peacetime and during martial law, in our opinion, there are also some differences (Table 3).

The personnel motivation system, as an aspect of ensuring the company's personnel security, includes a flexible system of incentives for both performance and initiative of personnel in all areas other than production. The system should encourage employees to pursue professional training, develop their talents and potential, increase labor productivity and career growth. This involves the use of a whole system of incentives, the choice of each, which should be determined by specific conditions and circumstances [12].

Table 3

Directions for rationalizing the organization of personnel work

Direction	Direction Before military aggression	During military aggression
Development and implementation of rational labor division and cooperation forms	+	+
Improving the organization and maintenance of workplaces	+	+
Improvement of the labor process, introduction of advanced techniques and methods of work	+	+
Improvement of labor standardization	+	+
Improving the organization of personnel selection	+	+/-
Improvement of the organization of training and professional development	+	+
Modernization of working conditions	+	-
Strengthening labor discipline and developing a conscious attitude towards it	+	+
Rationalization of work and rest schedule	+	-
Introduction of rational material and moral incentives forms	+	+/-

In the conditions of war, the system of staff motivation, in our opinion, should first of all ensure "war-work balance". Among the modern motivational problems that pose a powerful threat to the personnel security system, experts identify the following [13]:

1. Demotivation. "I don't understand the point of what I am doing". Actions of the manager and the employee: concentration on constructive moments, the value of work, the uniqueness and importance of a particular work activity; increased use of the most outstanding hard and soft skills in the context of the specific employee's competence.

2. Apathy. "I do not feel the result of my work". Actions: more careful organization of work, dividing the final result into partial results with specific intermediate results, setting priorities, regular joint summarizing of results and development of plans.

3. Defocus. "I can't focus and am constantly distracted". Actions: practicing techniques to "unload" the psyche, information hygiene, periodic (planned) switching from one job to another.

4. Insecurity. "I'm not doing enough". Actions: rational and moderate determination of the work scope, tasks, both by management and the employee.

5. Exhaustion. "I feel tired almost as soon as I start doing something". Actions: mastering the habit of identifying your own state, emotions and stress management.

6. Imbalance. "I am constantly between 'go ahead, work tirelessly' and 'relax, don't think about anything'". Actions: reduce the level of criticism and self-criticism, while cultivating responsibility, monitoring compliance with agreements and deadlines. Teamwork and effective delegation of authority are helpful here.

When creating an effective motivation system in today's environment, managers must recognize the need to:

focusing the team on a common idea;

- regular effective formal and informal communication with subordinates;
- realizing that it is inappropriate to set strict deadlines, but that it is necessary to reserve time for force majeure;

- awareness of how much the team has in the resource;

- social and psychological support for staff, development of their stress resistance;

- training in information hygiene skills;

- uniting around causes that bring the Victory closer.

Thus, ensuring and continuously maintaining the personnel security of an enterprise as a component of its economic security was a rather complex management process. How quickly Ukraine manages to restore the territory destroyed by military aggression, occupation and annexation will determine

the prospects for getting the country out of the protracted socio-political and economic crisis. For this purpose, all conditions for ensuring personnel security must be created within each enterprise of the organization. This will become the basis for the strategic development of a particular enterprise, organization and social development of the territory where it was located.

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SAFE DEVELOPMENT OF PERSONNEL AND INNOVATION POTENTIAL OF ENTERPRISES FOCUSED ON CHANGE MANAGEMENT IN THE CONDITIONS OF GLOBALIZATION AND DIGITALIZATION

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The innovative activity of enterprises focused on change management is of an alternative nature. It can be carried out not only at any of the stages of innovation management (research – development – production – distribution (use in practice), but also outside it, in the process of acquiring patents, licenses, disclosure of know-how, useful ideas.

It is inappropriate to measure the effectiveness of the safe development of personnel and innovation potentials of enterprises focused on change management in the conditions of globalization and digitalization without assessing the ability of its practical implementation at the enterprise. Therefore, we note that the main thing in diagnosis will be the organizational and management component of strategic innovation management, that is, the ability of the company's management to quickly mobilize and organize its potential opportunities into a single integration system in order to obtain a synergistic effect.

The structured analysis of strategic innovation management allows to single out the following main internal components, namely:

- enterprise capabilities for the production of new or improved types of products or services (process and technological innovations);
- the company's capabilities to change social relations at the company (personnel innovations);
- opportunities of the enterprise to develop new management methods (management innovations);