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THE ROLE OF TEAM MANAGEMENT IN ENSURING PERSONNEL SECURITY OF A MODERN ENTERPRISE

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Annotation. *The article examines the role of team management in the personnel security system of a modern enterprise. The study considers the advantages of working in a team to ensure the effectiveness of personnel activities when making and justifying management decisions, generating ideas, and in the system of establishing and maintaining a favorable psychological climate in the team.*

Keywords: *personnel security of the enterprise, team management, team, management decision, moral and psychological climate.*

In current conditions, the development and successful functioning of the enterprise depends directly on the personnel since the personnel plays a decisive role in ensuring stability, competitiveness, and a stable pace of development of modern business. Ensuring the personnel security of the enterprise creates the prerequisite for both the productive and effective activity of the personnel and for the effective functioning of the economic security system of the enterprise, in general. This is a guarantee for its balanced and progressive development. One of the ways to ensure personnel security at the level of the entire enterprise is to improve the methods of labor organization and the procedure for making and justifying management decisions. In the context of the dynamic development of the business environment, the accelerated pace of life, and the presence of certain psychologically destabilizing factors, team management creates favorable psychological and working conditions for the personnel.

Many researchers lay emphasis on the study of the essence, components, and features of the personnel security management system, its formation, and development. The research importance of this aspect of enterprise's economic security is growing nowadays (Table1).

The risks related to personnel cause serious negative consequences for the activity and further development of the enterprise. Data in Figure 1 represent the probable sources of threats to personnel security (Fig. 1).

Table 1

**Approaches to the interpretation of the concept of «personnel security»
[compiled on the basis of 1, p. 35; 2, p. 81-85]**

Author	Personnel security is....
O. Kyrychenko	legal and information support of the personnel management process, namely: resolution of legal issues in the field of labor relations, preparation of normative documents regulating labor relations between the employer and employees, provision of complete and reliable information for all personnel management units
O. Cherniak A. Jobava	a set of measures aimed at preventing unlawful or illegal actions
I. Chumarin	the process of preventing the negative effects of risks and threats related to personnel, the economic security of the enterprise, preserving its intellectual potential and effective labor relations, in general
A. Shavaiev	the state of protection of the socially progressive interests of the enterprise in the sphere of development and improvement of its human capital, support of the effective personnel management system, and minimization of the risks related to the personnel component of the security system
N. Shvets	the state of protection of the enterprise against risks and threats related to personnel and their activities
Author's definition	a series of measures taken by the company's management that are aimed at ensuring the physical and psychological safety of personnel, including the measures aimed at protecting their health; social-motivational and professional security of personnel, which is ultimately aimed at protecting the company from personnel risks

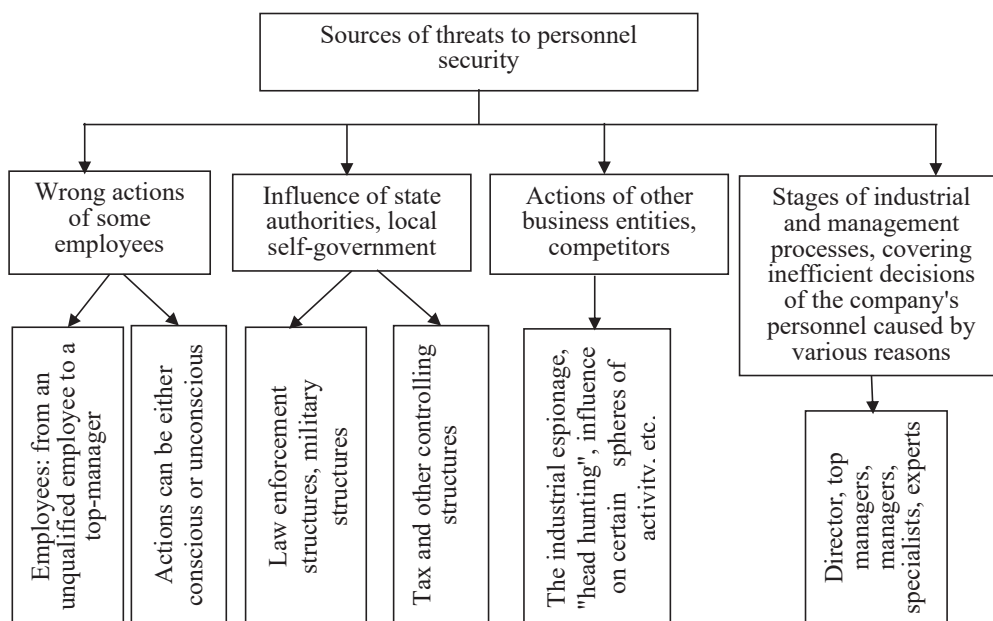


Fig. 1. Probable sources of threats to personnel security

Personnel security is realized through the use of personnel-related technologies. The basis of them is a set of techniques and arrangements of personnel actions aimed at the successful implementation of the company's personnel policy, mission, strategic goals, and objectives. According to the researchers, all of them can be divided into three groups [25; 26]:

The first group: Human resources technologies that support obtaining the necessary, complex, versatile, and reliable information about a person - a job applicant, an employee, a partner, etc. These include methods of evaluating personnel or candidates for vacant positions, which together form the content of personnel evaluation technology.

The second group: Human resources technologies that ensure the necessary quantitative and qualitative composition of the staff of the enterprise in the short and long-term perspective. These include technologies for personnel selection, formation of personnel and management reserves, personnel planning, professional development of the staff.

The third group: Human resources technologies that allow obtaining high productivity of personnel's activity, achieving synergy effect from coordinated actions of all personnel, and their cohesion. This includes the following technologies: selection, rotation, business career management, and organization of internal interaction of personnel members.

Team management encompasses the second and third group of technologies. The team method of personnel management is gaining great popularity in the personnel management system in modern enterprises. The transition to the principles of team-and-project management is caused by the current tendencies in the business environment development and functioning. Team management involves not only the formation of a single team focused on the joint achievement of a target result but also the psychological and mental support of each team member.

We will analyze several approaches to defining the concept of «team» using the data in the Table 2.

Another topical issue to be considered here is the formation of a team. The team can be formed according to one of the listed models [9]:

1. Traditional Model: involves the grouping of people into teams led by a traditional leader. At the same time, such a manager shares with team members not only responsibilities but also duties/powers. The amount of authority and responsibility depends on the scope of joint activity. The team leader may allow team members to take on a role of a situational leader on some issues;

2. Team Spirit Model: this is a group of people who work for one boss. There is a powerful team spirit in the group, which contributes to the inspiration of team members and their psychological satisfaction. The fact remains that such a team is not 100% a team. There are always one or two people who undertake all the work. In addition, there is no exchange of powers, that is delegation of responsibilities;

3. Cutting Edge Model (also known as a self-directed work team): this is a group in which all its members are managing themselves. In such a team, no one person has the authority to make decisions on matters which will impact the entire group activity. These

are, in fact, self-coordinated teams in which everyone has the right to make a decision and is responsible for it;

4. Task Force Model: this model type is used to create a team that gathers together only for a certain/defined period to work on a specified project/task. Such a team is called a «target group» or «project team»;

5. Cyber Team: what differs this model from others is the fact that team works together to accomplish the goal of a project but team members rarely meet each other. It happens usually at the beginning of a joint project and at the end (to sum up their findings). Information is exchanged via e-mail, phone, messenger, or video conference. Such teams are called «cyber teams» or «virtual teams».

Table 2

Definition of the term «team» by different researchers

Team is	
Author, source	Definition
Katzenbach J. R. & Smith D. K. (2005) [3]	a small number of people with complementary competencies, skills, and abilities, who strive to achieve a common goal, perform defined tasks, and apply specified approaches, for which they are mutually responsible
Lewis-McClaire, K., Taylor, M. [4]	people who work together over a certain period to achieve a common goal or to implement a common mission. All types of activities are interdependent and all team members consciously consider themselves responsible for achieving the set aims
MIT Information Services and Technology, Management study guide [5; 16]	a group of people performing their activities together to achieve a common goal
Team Technology [7]	a group in which members work together intensively and voluntarily to achieve a common goal
Mukha R.A. [8]	a group of creative people who are united around one leader; they are engaged in joint activities, perform them voluntarily and with pleasure, combining their own goals with those of the general (group); they consciously interact to achieve them and the result of joint work is usually a qualitatively new product

Regardless of the team model, there are uniform principles of team formation and management (Table 3).

Team management contributes to the development of both professional and qualification qualities, which are improved during the solution of organizational tasks (hard skills), and soft skills, which contribute to the establishment of effective formal and informal interaction (Fig. 2)

It is worth noting that the use of the team method of management can be applied both periodically and systematically as a method of personnel management. The main thing is to consider carefully the advantages and disadvantages of team management in every activity.

Among the advantages of the team method of personnel management, the following are significant: faster execution of production tasks, compared to the time that one

employee would spend on work; acquisition by team members of unique and useful experience in establishing interpersonal relationships; development of the ability to respect other people's opinions that may differ from yours; creates an environment of mutual, or so-called, social control due to a «fresh» view from the outside; helps to organize effective teamwork; creates a wide range of opportunities to share knowledge and experience for the benefit of each team member; formation of skills for solving conflict-disputed situations in a peaceful, mutually beneficial way, or on the basis of compromise solutions; the ability to get more ideas in less time; ensuring a state of safety and balance for the entire team; the team members' opinions and strengths become a top priority; a balanced distribution of tasks, which, along with effective communications and a clearly defined goal, create prerequisites for high achievements and rational solutions to the assigned tasks; develops a continued desire and willingness to learn, as team members constantly provide feedback and learn from each other.

Table 3

**Principles of team formation and management
[formed on the basis of 10, p. 139-140]**

Principle	Characteristics
Principle 1	responsibility of the team leader: - for teamwork results; - for team members; - for team development
Principle 2	management based on the delegation of powers: - the right to choose the field of specialization in the team remains with the team members; - the leader's task is to support the development of team members in the direction they choose
Principle 3	shared leadership (involvement in the process of management decision-making)
Principle 4	situational leadership
Principle 5	defining individual rules of a team
Principle 6	prioritization of the human factor, relationships priority over tasks and processes
Principle 7	rapid response takes priority over the initial plan
Principle 8	high level of team members involvement
Principle 9	the necessity of a high level of cohesion
Principle 10	the atmosphere in the team should promote the formation of a high level of self-organization and self-motivation

The main disadvantages of the team method include the following: there may be individuals in the team who like to dominate. They may even unite in mini-groups and thereby create discomfort for others, negatively affecting decisions and results; sometimes a decision may take too long to reach a consensus because all team members must agree to it; personal nuances of the character of team members, in particular, a tendency to be indifferent to erroneous quick judgments; lack of understanding of «who

is responsible for the final decision»; making a decision without considering all opinions, which can lead not only to errors but also to the emergence of conflicts between team members whose opinion was listened to and those whose opinion was not even asked; unproductive interpersonal relations, even between two members of the team, can worsen the atmosphere in the entire team and cause conflicts or escalation of them; problems with the coordination of activities (the problem disappears if a clearly-defined leader deals with it, and it increases with situational leaders).

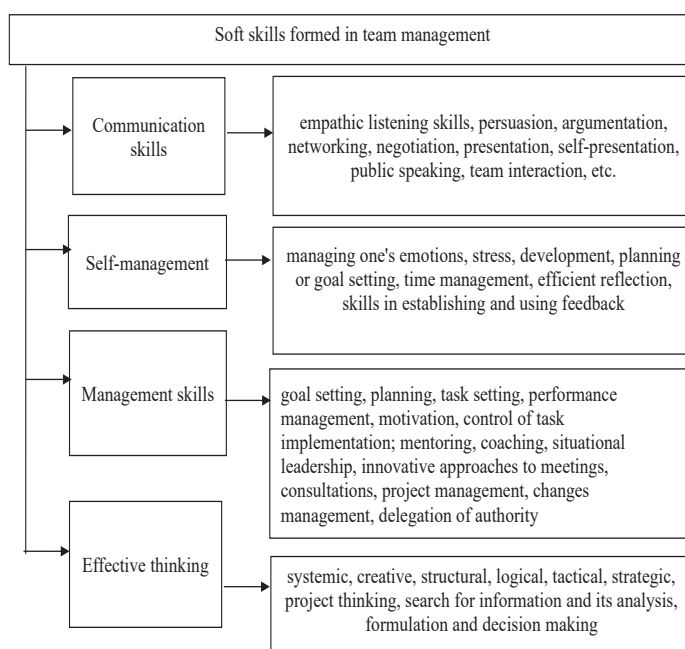


Fig. 2. Soft skills formed via team management

The main criteria of the team management style are the following (Fig. 3):

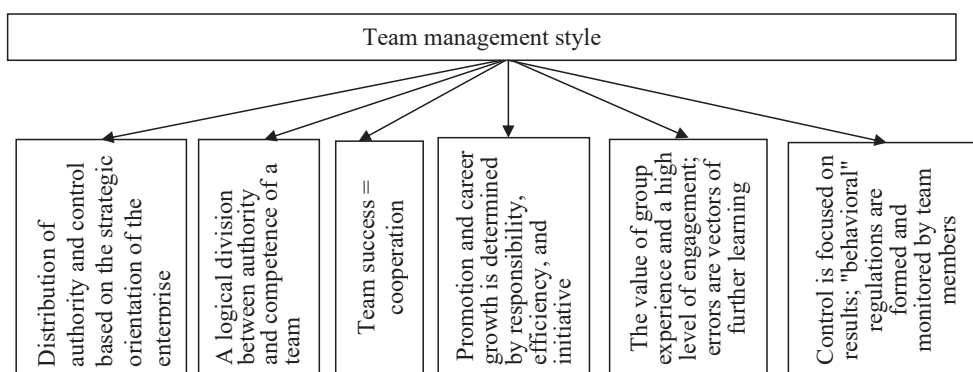


Fig. 3. Basic criteria of team management style

The results of the study argue that team management makes it possible to increase

the effectiveness of personnel and the enterprise or the organization in general; to normalize the moral and psychological microclimate in the team; increase the level of motivation, loyalty, responsibility, and cohesion of personnel; the opportunity to feel a certain psychological protection and to get satisfaction from work; increase the level of initiative and the staff trust. The research findings contribute not only to the improvement of the labor potential of the enterprise but also ensure its more effective use, which is a guarantee of the effectiveness of a modern enterprise functioning and the basis for ensuring the personnel security of the enterprise.

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