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### **Personnel Security as an Integral Part of Economic Security at Agricultural Enterprises**

**Abstract. Introduction.** The article examines the place of personnel security as a component of the system of economic security at enterprises. The main approaches to the formation of the personnel security system of the enterprise are considered. The role of personnel security in the strategic and operational management of the enterprise is clarified. The algorithm of creation of the personnel security system of the enterprise is outlined. The relationship between personnel security tasks and threats has been established. The main aspects of the personnel security system are identified and their impact on the economic security of the enterprise is analyzed. The scheme of interaction of personnel security of the subject of economic activity with external and internal environment is offered. The main directions of ensuring the personnel security of the enterprise are systematized, namely in the process of selection of candidates for positions, work with the labor collective. The measures that need to be taken to organize this security, taking into account the risks and threats associated with staff, their intellectual potential and employment.

**Purpose.** The purpose of this article is to establish the place of personnel security in the system of economic security to reduce the level and number of threats that weaken the degree of security of the enterprise by staff.

**Results.** We believe that the most difficult part of the security system of enterprises is the person, and it is the human factor that can have a critical impact on the success of the business and the very existence of the business object. Personnel security occupies a leading place in the structure of economic security. It can be defined as the process of preventing potential and real risks associated with personnel, as a set of actions and relationships of personnel, in which the effective economic functioning of the enterprise, its ability to withstand internal and external influences and threats associated with personnel.

**Conclusions.** The category of "personnel security" of the enterprise, its components and areas of support are currently a very complex and insufficiently studied industry. The proposed classification categories do not claim to be complete. In particular, it is necessary to determine the weight of each such component for the economic security of the enterprise. No less interesting is the study of the relationship between the components of personnel security, between personnel and other types of economic security. Given the significant (and possibly decisive) impact of personnel security on the economic functioning of enterprises, it is advisable to continue research in this direction.

**Keywords:** personnel security; stages of personnel security; staffing system; loyalty system.

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### **Кадрова безпека як складова частина економічної безпеки підприємств аграрного профілю**

**Анотація.** В умовах трансформації ринкової економіки одним із першочергових завдань для підприємств аграрного профілю постають питання кадрового менеджменту з позицій економічної безпеки. Кадрова стратегія підприємства є одним із найважливіших складників економічної безпеки підприємства. Успішне функціонування підприємства певною мірою залежить від персоналу, оскільки саме він відіграє ключову роль у забезпеченні конкурентоспроможності та стабільного темпу розвитку будь-якого бізнесу. Забезпечення кадрової безпеки підприємства створює передумови для продуктивної роботи персоналу, ефективного функціонування системи економічної безпеки підприємства.

Метою статті є уточнення місця безпеки персоналу в системі економічної безпеки для зниження рівня загроз, що послаблюють рівень безпеки підприємства.

Переконані, що найскладнішою частиною системи безпеки підприємств є людина, і саме людський фактор може мати критичний вплив на успіх бізнесу та існування бізнес-об'єкта. Безпека персоналу займає провідне місце в структурі економічної безпеки. Її можна визначити як процес запобігання потенційним і реальним ризикам, пов'язаним з персоналом, як сукупність дій та взаємовідносин персоналу, при якому економічне функціонування підприємства є ефективним.

Категорія «кадрова безпека» підприємства, її складові частини та напрями забезпечення є досить складними. Запропоновані класифікаційні категорії не претендують на повноту та завершеність. Зокрема, треба визначити вагу кожної такої складової для економічної безпеки підприємства. Не менш цікаве вивчення взаємозв'язків між складовими кадрової безпеки, між кадровою та іншими видами економічної безпеки. Зважаючи на значний (а можливо і вирішальний) вплив кадрової безпеки на економічне функціонування підприємств, доцільно продовжувати дослідження у цьому напрямі.

**Ключові слова:** кадрова безпека; етапи забезпечення кадрової безпеки; система найму персоналу; система лояльності.

**Formulation of the problem.** In the conditions of market economy transformation, one of the priority tasks for agricultural enterprises is the issue of personnel management from the standpoint of economic security. The personnel strategy of the enterprise is one of the most important components of the economic security of the enterprise, how effectively the issues related to it are solved, and the security of the enterprise as a whole depends. The successful operation of the enterprise to some extent depends on the staff, because it plays a key role in ensuring the competitiveness and stable pace of development of any business. Ensuring the personnel security of the enterprise creates the preconditions for the productive work of staff, the effective functioning of the system of economic security of the enterprise system.

**Analysis of recent research and publications.** A significant number of scientific works are devoted to the study of the personnel security essence, identifying the peculiarities of its formation and provision at the enterprise. Issues of personnel security of the enterprise were studied by domestic and foreign scientists such as O. Arefieva [1], V. Bezbozhny, I. Vavdiychik [9], N. Gulyaeva [9], Z. Zhivko [2, 12], O. Kavtysh, I. Kernytsky [12], O. Lyashenko [11], I. Migus, T. Momot [7], G. Nazarova [6], V. Ortynsky [12, 13], S. Puchkova, N. Shvets etc.

Despite some achievements in this area, research is fragmentary, there is no unity in the choice of indicators that comprehensively characterize the level of personnel security and its impact on the efficiency of facilities, due attention is not paid to the formation of personnel security and its development.

**Formulation of research goals.** Establishing the place of personnel security in the system of economic security of agricultural enterprises to reduce the level of threats that weaken the security of the enterprise by staff; analysis of the preconditions for creating a personnel security management system of the enterprise; research of risks and threats from the personnel of the enterprises and legal guarantee of personnel safety, and also definition of the basic tasks of personnel service on improvement of economic safety of the enterprise.

**Outline of the main research material.** Expert research shows that the most difficult part of the security system of enterprises is the person, and it is the human factor that can have a critical impact on the success of the activity and the very existence of the business object. Personnel security in the structure of economic security occupies a leading place [1]. It can be defined as a process of preventing potential and real risks associated with staff (use of labor potential, human capital development, human resource management, improvement of labor relations, etc.), as a set of actions and relationships of staff, which is effective economic functioning of the enterprise, its ability to withstand internal and external influences and threats related to personnel.

Researchers of economic security believe that staff is the weakest link in the overall system of economic security of the enterprise [2]. In this case, it may be, on the one hand, an unintentional threat from staff (incompetence, negligence, accidental mistakes), on the other - conscious actions related to theft, fraud, sabotage, bribery, disclosure of trade secrets and other illegal actions of employees.

Sources of negative impacts from staff on economic security can be:

1. Ineffective management decisions, outright fraud, falsification of reports, embezzlement, kickbacks, providing or selling to competitors information that is a trade secret of the enterprise [3] (first managers and top managers).

2. Direct theft of financial, information means and products, misuse of machinery, equipment, information and computing facilities (managers, employees-specialists of basic and auxiliary industries).

3. False executive actions (conscious or unconscious) of employees of the enterprise due to insufficient qualifications, negligence, etc. (heads of structural units, services of the enterprise; managers, logisticians, analysts, contractors).

4. Violation of safe working conditions of employees, injuries, occupational diseases at the enterprise.

5. Low level of professional knowledge, skills, abilities, insufficient level of stimulation of initiative and abilities of employees at the enterprise.

6. Theft of finished products, raw materials, components, funds, misuse of vehicles and special machinery and equipment, intentional decommissioning of machinery, equipment, information resources, damage to property for a fee ordered by third parties and other (employees of the enterprise).

7. Communication of employees of the enterprise with corrupt government officials - conducting inspections or operational measures to order to close the enterprise or extort bribes (employees of the enterprise, managers and officials of the controlling structures of financial and economic direction, law enforcement agencies).

8. The relationship of employees of the enterprise with various business entities, especially companies – competitors, carrying out various actions (economic, intelligence, influence on certain activities, etc.).

9. The connection of employees of the enterprise with criminal structures for personal gain – direct pressure on the enterprise and its partners, the organization of attacks on the enterprise and its property.

Modern agricultural enterprise can be considered as a complex system in which the material-intellectual-innovative and human components of own activity development interact. Their effective use ensures the regime of economic security – is the stable functioning of the management object, its dynamic scientific, technical and social development, prevention of internal and external negative challenges (risks) [4]. Personnel affect

all aspects of the life of the enterprise, they are inextricably linked with its effective operation. Therefore, in practice, the following main components of personnel security are identified:

- technological safety – a system of analysis and forecasting to prevent violations of the rules of labor protection, man-made and fire safety, the creation of a modern equipped workplace using the latest technologies;

- health safety – creation of safe working conditions of employees, prevention of injuries, occupational diseases at the enterprise;

- psychological and communication security – promoting positive interpersonal communication, creating a favorable microclimate, taking into account the interests and wishes of employees, friendly and respectful style of communication, both horizontally and vertically; creating a psychological climate in the team on the basis of a positive attitude to the company, the psychological unity of employees around common goals;

- anti-conflict security – non-conflict communication on the personal and social levels, demanding of themselves and others in the interests of production, friendly assistance;

- aesthetic safety – motivation of staff satisfaction with their work; improving each employee's own image;

- intellectual security – possession of modern knowledge, raising the level of professional knowledge, skills, abilities, creating a flexible system of bonuses in accordance with the development of intellectual development of the individual;

- financial security – the stability of wages, which corresponds to the qualifications and work performed; employee confidence in their workplace [5];

- professional and qualification safety – professional development of employees to the requirements of functional responsibilities, self-realization in the workplace, promotion of employees, guarantees of industrial growth;

- administratively independent security – objective assessment of work results, identification of the potential of each employee, the impossibility of appointing untrained and incompetent personnel of the enterprise to management positions, which are deservedly claimed by promising and experienced employees;

- pension and insurance security – social protection of employees, their insurance, preferences for quality medical care;

- anti-criminal security – the implementation of a set of measures to prevent external dangers of personnel related to their official activities, or members of their families.

Personnel security is a synthetic category, where all components do not act separately from each other, they are interconnected by various and often veiled connections and influences (individual-psychological, professional-qualification, social-personal, etc.) [6].

A stable organizational personnel culture can partially, if not completely, solve the problem of risk management. This can be done if all management staff is interested not only in making a profit, but also in adequate personnel risk management. It provides for the existence of corporate standards of conduct, reflected, for example, in the corporate code of ethics, which defines the necessary for the company models of employee behavior. Explaining the work of staff on the norms, principles of organizational culture and effective behavior, establishing a relationship of trust with employees can help to prevent a number of problems related to personnel security.

In recent years, special attention is paid to the so-called social risks, most of which are associated with employees [7]. Social risks of the business entity depending on the subject of risk are divided:

- risks in the region – non-compliance with ethical standards of doing business, violation of interaction with the local community and government; the risk of not supporting civic initiatives, charitable programs of social and cultural development of the population;

- risks from the standpoint of society – violation of environmental safety of production, uneconomical consumption of natural resources, lack of waste disposal system, etc.;

- risks of the employee – violation of labor rights of employees by the employer, absence or unworthy remuneration for work, violation of working conditions and health and safety activities, threats to health in the workplace; non-compliance with any human rights related to the activities of the enterprise, etc.;

- risks of the employer – selection of unskilled personnel, non-compliance with labor discipline, strikes, spontaneous dismissals, staff turnover, etc.

To increase the competitiveness of the enterprise in a changing business environment, it is desirable to increase the effectiveness of its activities, and this leads to the adoption of additional personnel risks, which are especially relevant to the use of risk management, including in the field of personnel management [8]. There is an objective need to provide employees with clear procedures for decision-making and implementation. The need for personnel risk management puts on the agenda the development of the concept of personnel security of the facility, which should be aimed at building a multilevel system of barriers to danger (potential and real) by employees.

The concept of personnel security is a modern and powerful personnel security management system of the enterprise. The purpose of organizing such a system is the effective use of human resources of the enterprise and the implementation of personnel security [9]. Components of the system:

1. Human Resources – works with the company's staff and those who seek to work at the company. In addition to traditional staff, the service staff should include specialists in the selection and testing of candidates for

cooperation, psychologists, sociologists, and other modern specialists.

2. The Internal Security Service – its tasks are multifaceted: in addition to security functions and access to the enterprise to information and computer and personnel security.

3. Managers of all levels – personnel management during the tasks of the enterprise.

Some components of personnel security are the responsibility of one of these services, other components are provided by their joint efforts with managers at all levels of the enterprise. Personnel risk management involves the control of personnel in cases of recruitment, employment and dismissal of employees.

The first risks of personnel security of the enterprise arise at the stage of hiring employees. The system of recruitment is the most important element of the concept, in which experts identify the following areas [10]:

- incorrect choice of source of candidates selection (spheres of activity, positions);
- incorrectly formulated task when applying to recruiters;
- inaccurate assessment of candidates at the selection stage: low professional qualification level of the candidate, the level of his competence;
- socio-psychological incompatibility with the already formed team;
- low motivation of the candidate;
- discrepancy between the goals of the business object and the personal goals of the future employee.

Employees of the personnel management service when hiring should focus on the concept of personnel policy and business strategy of the enterprise, on the coincidence of goals and values of employees with the goals and values of the business object, take into account when accepting risk groups. According to research by experts, these risk groups include employees who are affected by any of the dependencies, resulting in unreliability and demonstrate illegal destructive behavior [11]. Addiction is usually associated with a person's desire to leave real life by changing his consciousness or switching it to the virtual world. Dependencies are:

- a) alcoholism, drug addiction, smoking, drug addiction - pharmacological (chemical);
- b) computer, gaming, emotional (love and sex), workaholism, religious sects - substantial;
- c) other dependencies.

The definition of such risk groups should be carried out at the stage of personnel selection, including through the use of test psychological and sociological methods that help to determine the moral and ethical qualities of the candidate, his weaknesses, mental stability, possible criminal tendencies, ability to keep secrets and more [ 7, 10]. The results of test surveys are analyzed by specialists of the personnel management service and the security service of the enterprise.

Psychodiagnostic tests can be used for multifaceted and in-depth study of human personality, character,

temperament, intelligence, emotional, volitional, moral, communicative and other features, which involves its use in career guidance, selection and placement, research, etc. [12]. Multidisciplinary personality questionnaires are extremely important in the research of self-assessment, social and personal problems of a job candidate. There are currently more than 200 separate scales that have been developed by scholars and practitioners that measure traits and qualities such as anxiety, ego strength, masculinity / femininity, and internality / externality. It should be noted that the use of test psychodiagnostic examination in ordinary situations, as a rule, does not justify the effort. It is used in cases of maximum liability, when there are doubts about the appointment of candidates for management positions.

Individual-psychological components of a person can be represented by two main factors: extraversion (introversion) and neuroticism. An extrovert is characterized by sociability, impulsiveness, flexibility of behavior, a wide range of acquaintances, great initiative (but little persistence) and high social adaptation. Introvert - isolation, uncommunicative, these are calm, shy people who are characterized by social passivity (with a fairly high persistence), a tendency to introspection, they have difficulty in social adaptation. Identifying these characteristics allows a person to be classified as one of the four types of temperament, which is significant when hiring.

There may be legal issues with the tests. Incorrect and unreasonable choice of tests to check the candidate may be the reason for the employee to go to court with a complaint against the company [13]. Therefore, the choice of tests should be structured in such a way as to comply with the established selection procedures and not damage the reputation, do not restrict the rights and freedoms of the employee, testing should not be a tool to negatively affect candidates [10].

The employer finds himself in a difficult situation: on the one hand, he must carefully study the candidate, on the other – he is legally responsible [12, 13]. The employer is liable for unfair employment in cases where he:

1. Did not check the candidate at all.
2. Checked, but superficially - appointed to the position (admitted to work) a candidate without obtaining comprehensive possible information about the former employment of the employee (recommendations, characteristics, etc.).
3. Did not conduct psychodiagnostic assessment and did not use other forms of assessment.
4. Did not use the possibilities of the probationary period.
5. Did not take any measures to combat the identified shortcomings of the employee.
6. Left at work after finding out that he was aggressive, dangerous (committing a crime).
7. Was not wary and did not continue to study the candidate, revealing suspicious facts (frequent change of residence, place of work, long breaks between jobs,

"white spots" in the biography, the presence of a criminal record, etc.).

Thus, the employer faces legal difficulties, which are exacerbated by the fact that there are laws on the protection of personal data of the employee. In order not to violate the requirements for the protection of personal data of the employee must honestly comply with the requirements of Ukrainian law. Failure to comply with them threatens the employer with severe sanctions.

From January 1, 2014, for most business entities, work with personal data of individuals has been significantly simplified - due to changes in legislation. However, the requirements for personal data protection remained. The main document is the Law of 01.06.10 № 2297-VI "On Personal Data Protection" (Law № 2297). It is also necessary to take into account the requirements of several documents approved by the Verkhovna Rada Commissioner for Human Rights (the Commissioner) by order of 08.01.14 № 1 / 02-14 (Order № 1 / 02-14), in particular the Standard Procedure for Personal Data Processing.

Let's consider what requirements exist in the field of personal data protection, what employers are obliged to do, and what they may or may not do. Does the employer need to obtain the employee's permission to process his personal data?

Today there is no need to obtain such permission if the employer uses the personal data of employees to perform their duties in the field of labor relations and provides protection of such data (paragraph 2 of Part 2 of Article 7, paragraph 5 of Part 1 of Article 11 of the Law № 2297). In particular, the employer is obliged to accrue and pay salaries to employees, accrue on the salary and make taxes and other mandatory payments, compile and submit mandatory reports, including to the employment service [14, 15]. In this case, he uses the personal data of employees (surname, name, patronymic, position, marital status, the presence of children, their age, in some cases - the date of birth of the employee).

However, take into account that it is necessary to obtain the written consent of the employee to the processing of his personal data relating to (part 1 and paragraph 1 part 2 of Article 7 of Law № 2297): racial or ethnic origin; political, religious or ideological beliefs; membership in political parties and trade unions; criminal prosecution; health status, sexual life, biometric or genetic data [14, 15].

According to the law, the employer must [14, 15]:

First, the order to approve the list of persons who have the right to access personal data of employees. The order must specify which persons from this list can use the personal data of employees for which purposes. Employees specified in the order have access to only those personal data that he needs in connection with the performance of official (official) duties.

Second, develop a form called "Non-Disclosure Obligation". According to Part 3 of Art. 10 of the Law № 2297 this form must be signed by all employees who have

access to personal data of employees of the enterprise (employees of the personnel department, accounting, members of the social insurance commission, etc.) [14, 15]. Part 3 of Art. 10 of the Law № 2297 provides for the obligation not to disclose personal data by employees who have signed such obligations, even after they stop working with personal data (their dismissal, transfer to another structural unit of the company, where you do not have to work with personal data of other employees).

Thirdly, to inform the employee within ten days from the date of inclusion of his personal data in the personal database, under signature, on the composition and content of the collected data, his rights, as well as the purpose of collecting personal data and persons to whom his written data are transferred. In writing (Article 12 of the Law № 2297) [14, 15]. Then, in the case of verification, the employer will always be able to confirm the fact that the employee has been notified of their rights in the field of personal data protection in full. You can develop a message: separately for each employee (not very convenient for a large number of employees in the company) or one common to all employees. The personnel of the enterprise must properly store the originals of such messages. For these purposes, the company can keep a log of acquaintance with the message or draw up a form of acquaintance, which will be stored in the personal file of each employee.

The personal data subject has the right [15]:

- know about the location of the personal database containing its personal data, its purpose and name, location and / or place of residence (stay) of the owner or administrator of this database or give a corresponding order to obtain this information to authorized persons, except as provided by law;

- receive information on the conditions for granting access to personal data, in particular information on third parties to whom his personal data contained in the relevant personal data base are transferred;

- access to their personal data contained in the relevant personal database;

- receive no later than 30 calendar days from the date of receipt of the request, except as provided by law, an answer as to whether his personal data are stored in the relevant personal database, as well as receive the content of his personal data stored;

- make a reasoned request with an objection to the processing of their personal data by public authorities, local governments in the exercise of their powers under the law;

- make a reasoned request to change or destroy their personal data by any owner and administrator of this database, if this data is processed illegally or is inaccurate;

- to protect their personal data from unlawful processing and accidental loss, destruction, damage due to intentional concealment, non-provision or late provision, as well as to protect against the provision of information that is inaccurate or discredits the honor, dignity and business reputation of the physical persons;

– apply for protection of their rights to personal data to public authorities, local governments, whose powers include the implementation of personal data protection;  
– apply legal remedies in case of violation of the legislation on personal data protection.

At different stages of personnel selection when hiring, some applicants drop out. One of the reasons is the concern of HR specialists about the integrity of potential staff. The main sources of information about the candidate can be: statement, resume, interview, tests, research materials, examination on a lie detector (polygraph), medical examination.

**Conclusions.** Thus, the category of "personnel security" of the enterprise, its components and areas of support are currently a very complex and insufficiently studied industry. The proposed classification categories do not claim to be complete and complete. In particular, it is necessary to determine the weight of each such component for the economic security of the enterprise. No less interesting is the study of the relationship between the components of personnel security, between personnel and other types of economic security. Given the significant (and possibly decisive) impact of personnel security on the economic functioning of enterprises, it is advisable to continue research in this direction.

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