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**PERSONNEL SECURITY IN THE SYSTEM OF RISK MANAGEMENT
OF EMERGENCIES OF BUSINESS STRUCTURES**

**КАДРОВА БЕЗПЕКА У СИСТЕМІ РИЗИК-МЕНЕДЖМЕНТУ
НАДЗВИЧАЙНИХ СИТУАЦІЙ БІЗНЕС-СТРУКТУР**

***Summary.** In economics, the decision-making process at all levels of government takes place in conditions of constant uncertainty of the final results of activities. The growing tendency of process uncertainty and global consequences, which was clearly seen in the example of the coronavirus pandemic, forces all businesses to pay attention to the risk management system as an effective tool to counter the impact of emergencies that affect all aspects of a business. One of the "weaknesses" of the business structure is its personnel component. Risk management, an important management tool at all levels and a risk-oriented approach, provide many methods and ways to make decisions more consciously and reasonably.*

The theoretical and methodological analysis allowed the author to develop recommendations for improving personnel security in the risk management system of emergencies of business structures. The peculiarity of the proposed guidance is that it allows taking into account modern phenomena, namely emergencies that occur in the contemporary world and tend to increase in size, scale and damage. Ignoring the quality of human resources management of business structures, the level of professional development of workers,

mechanisms for reproduction and implementation of their business qualities, protection of the interests of professionals and safety of society from non-professionals poses a real threat the security of all humanity. Crisis phenomena create additional obstacles for business structures on the way to their sustainable development. The risk management system has always been able to protect the organization from harmful influences, the effectiveness of which depended on how modern this system is, i.e. able to meet everyday challenges. Today, the most acute problem is emergencies: pandemics, fires, earthquakes, etc.; all this forces businesses to move to remote work. Thus, when creating a modern system of business management risk, it is necessary to focus on its personnel component through the prism of the impact of emergencies.

Key words: *business structure, emergency, informatization, risk management.*

Анотація. *В економіці процес прийняття рішень на всіх рівнях управління відбувається в умовах постійної невизначеності кінцевих результатів діяльності. Посилення тенденції невизначеності процесів і глобальних наслідків від них, що чітко було видно на прикладі пандемії коронавірусу, змушує всі господарюючі суб'єкти звернути свою увагу на систему ризик-менеджменту як ефективного інструменту протидії впливу надзвичайних ситуацій, які зачіпають всі аспекти діяльності бізнес-структур. Одним з «слабких місць» бізнес-структури є її кадрова складова, управління ризиками якої є важливим управлінським інструментом на всіх рівнях, також ризик-орієнтований підхід дає безліч методів і способів, які дозволяють приймати рішення більш усвідомлено і обґрунтовано.*

Теоретико-методологічний аналіз дозволив автору розробити рекомендації щодо вдосконалення кадрової безпеки в системі ризик-менеджменту надзвичайних ситуацій бізнес-структур. Особливістю запропонованої рекомендації в тому, що вона дозволяє враховувати сучасні

явища, а саме надзвичайні ситуації, які відбуваються в сучасному світі і мають тенденцію до кількісного зростання, масштабності і завданої шкоди. Неувага до якості управління кадровим потенціалом бізнес-структур, рівню професійного розвитку робітників, механізмів відтворення і реалізації їх ділових якостей, захищеності інтересів професіоналів і захищеності суспільства від непрофесіоналів створює реальну загрозу безпеці всіх суб'єктів суспільства. Кризові явища створюють додаткові перешкоди бізнес-структурам на шляху їх сталого розвитку. Система ризик-менеджменту завжди здатна була захистити організацію від негативного впливу, результативність якої залежала від того, наскільки ця система є сучасною, тобто здатна відповідати саме сучасним викликам. Сьогодні найгострішою проблемою стають надзвичайні ситуації: пандемії, пожеари, землетруси тощо, все це змушує переходити бізнес-структурам на дистанційну роботу. Таким чином, при створенні сучасної системи ризик менеджменту бізнес-структур необхідно акцентувати увагу на її кадровій складовій крізь призму впливу надзвичайних ситуацій.

Ключові слова: бізнес-структура, кадрова безпека, надзвичайна ситуація, ризик-менеджмент.

Statement of the problem. In economics, the decision-making process at all levels of management occurs under conditions of constant uncertainty of the final results of activities. The increasing trend of the uncertainty of operations and global consequences from them, which was clearly seen in the example of the coronavirus pandemic, forces all business entities to turn their attention to the risk management system as an effective tool for countering the impact of emergencies that affect all aspects of the activities of business structures. One of the "weak points" of the business structure is its personnel component. The staff of the business structure affects all aspects of its life and is inextricably linked to

its economic security. This is since its own staff usually generates the principal risks of the company. According to statistical studies, about 51% of economic crimes are committed by employees of companies, and effective organization of work to ensure personnel security can reduce almost 60% of direct and indirect losses of the enterprise associated with the human factor [1; 2]. Therefore, ensuring personnel security is one of the essential aspects, as it is necessary to eliminate social and economic threats. The lack of organizational and conceptual foundations of personnel security management necessitate and relevance of a systematic study of this problem.

Analysis of recent researches and publications. In international standards, more and more attention is paid to risks that need to be managed not just intuitively, but it is necessary to do it systematically and on an ongoing basis [3; 4; 5]. The study of the personnel component of business structures has long attracted the attention of many scientists and is covered in the works of scientists, including Bashynska I. [1], Cherkasova S., Filyppova S. [6], Kovshun N., Kostrychenko V. [7], Smokvina G. [8; 9] and others. Despite the lack of unique works on the stated topic, there is a fairly broad methodological basis on which to rely. However, modern changes in society necessitate the improvement of specific issues, such as personnel security in the risk management system of emergencies of business structures.

Formulation purposes of the article. The paper aims to develop recommendations for improving personnel security in the system of risk management of emergencies of business structures.

The main material. Emergency – is the situation in a separate territory or entity on its or water object, characterized by a violation of normal living conditions caused by a catastrophe, accident, fire, natural disaster, epidemic, epizootic, epiphysis, use of the means of destruction or a dangerous event that (could) lead to a threat to the life or health of the population, a large number of casualties and casualties, significant material damage, as well as the inability of

the population to reside in such territory or facility proceedings on her economic activity [10].

Thus, a pandemic due to coronavirus infection can be attributed to emergencies. The COVID-19 pandemic has provided opportunities for some businesses to grow and increase profits, but it has caused significant damage to most.

First of all, it is the forced termination of most trade enterprises. Quarantine measures led to the loss of income by enterprises, the cessation of supplies and caused the loss of relevance to the previously successful activities. Quarantine measures led to the loss of income by enterprises, the cessation of supplies and caused the loss of relevance to the previously successful activities. The most sensitive to adverse economic conditions are companies with high fixed costs, which include industrial production. However, such conditions also affected other business areas, including distributors of international companies that import goods into Ukraine for further sale.

The most significant direct impact the COVID-19 outbreak is having on humans. Organizations have focused on caring for their people and quickly transitioning to new forms of work.

At this critical juncture, managers need to consider these changes while remembering the need to build and maintain trust among their employees. The level of trust depends on the degree to which managers care for the community, all staff in general, and each employee in particular. This means that they must demonstrate clear plans of action and ensure transparency in the decision-making mechanism. This requires the creation of dedicated teams of leaders who can take proactive measures, not just react to what happened, and at the same time anticipate the changing needs of their employees.

Among the main drivers of the direct impact of COVID-19 is the need to manage the immediate transition to a teleworking model and the willingness to increase the number of sick leave. The solution to these challenges can be the

creation of flexible digital jobs. The measures taken will differ from organization to organization, but they should be based on the following principles:

- to protect employees and increase the level of opportunities available to them;
- meet the basic needs of customers;
- and maintain business continuity.

For example, there is an urgent need for virtual messaging and doctor visits in healthcare. While COVID-19 is the catalyst for the immediate deployment of the Elastic Digital Workplace, we expect the crisis itself to change the way we work fundamentally. Leaders need to develop a comprehensive Elastic Digital Workplace implementation plan.

Regarding personnel security, we present its general structure by functional elements (Fig. 1).

The proposed structure of personnel security should be considered in terms of the relevant stages of work with staff (hiring - organization and motivation of staff - coordination and regulation of staff - control of staff - dismissal) and, in fact, the work of staff in the business structure, because in the process such work, each of the elements reveals its functional purpose.

At the same time, it clearly reflects the logic of personnel security as a system focused on the direct organization of work with staff and on maintaining the general normal state of the business structure through a constant exchange of information on personnel security, the dynamics of its leading indicators, their relationship with others components of economic protection of the enterprise and the external environment.

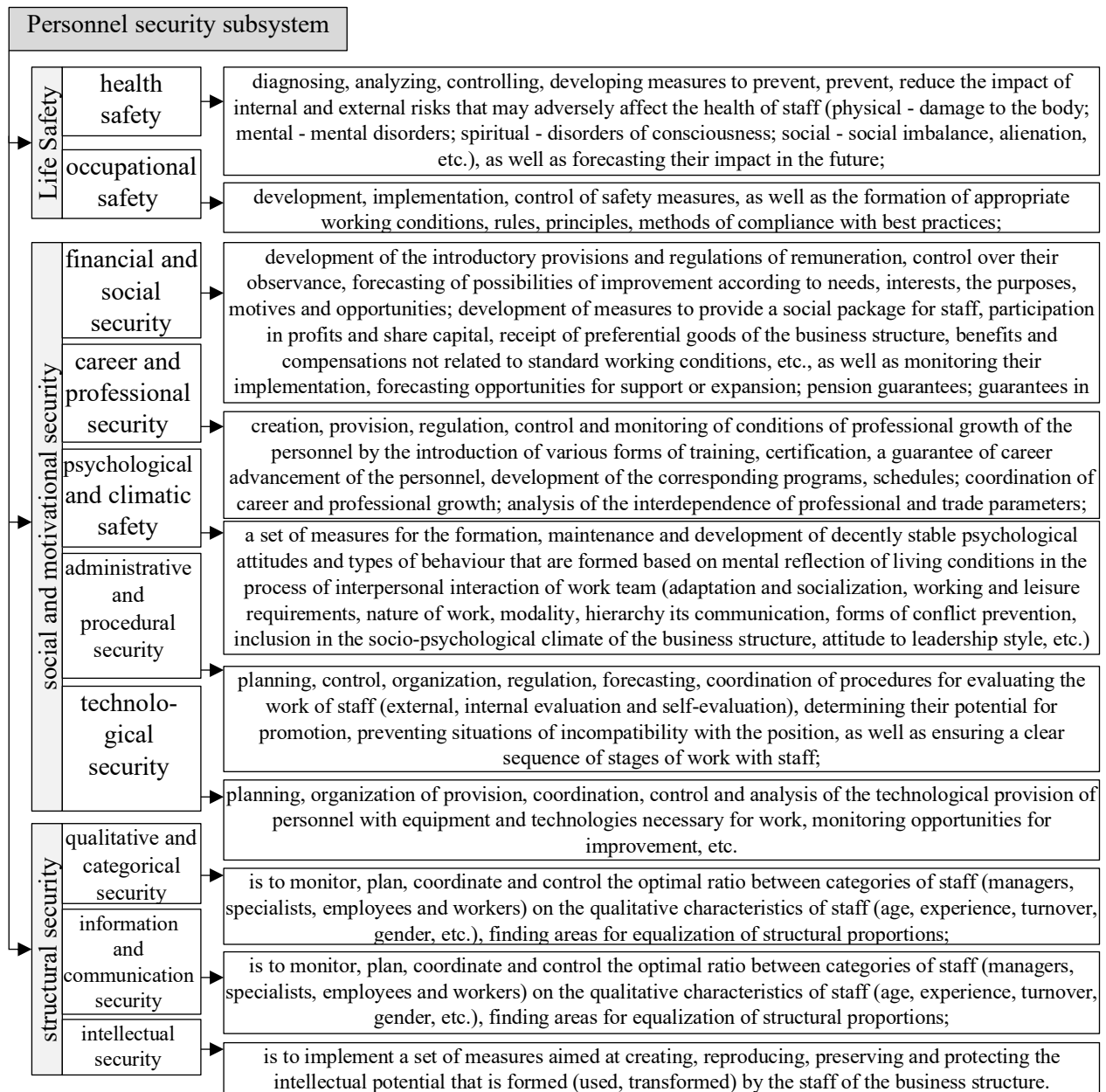


Fig. 1. The structure of personnel security of the enterprise by functional elements

Source: summarized by the author according to [1; 6-9])

Given the above, we can offer recommendations for improving personnel security in the risk management system of emergencies of business structures (Fig. 2).

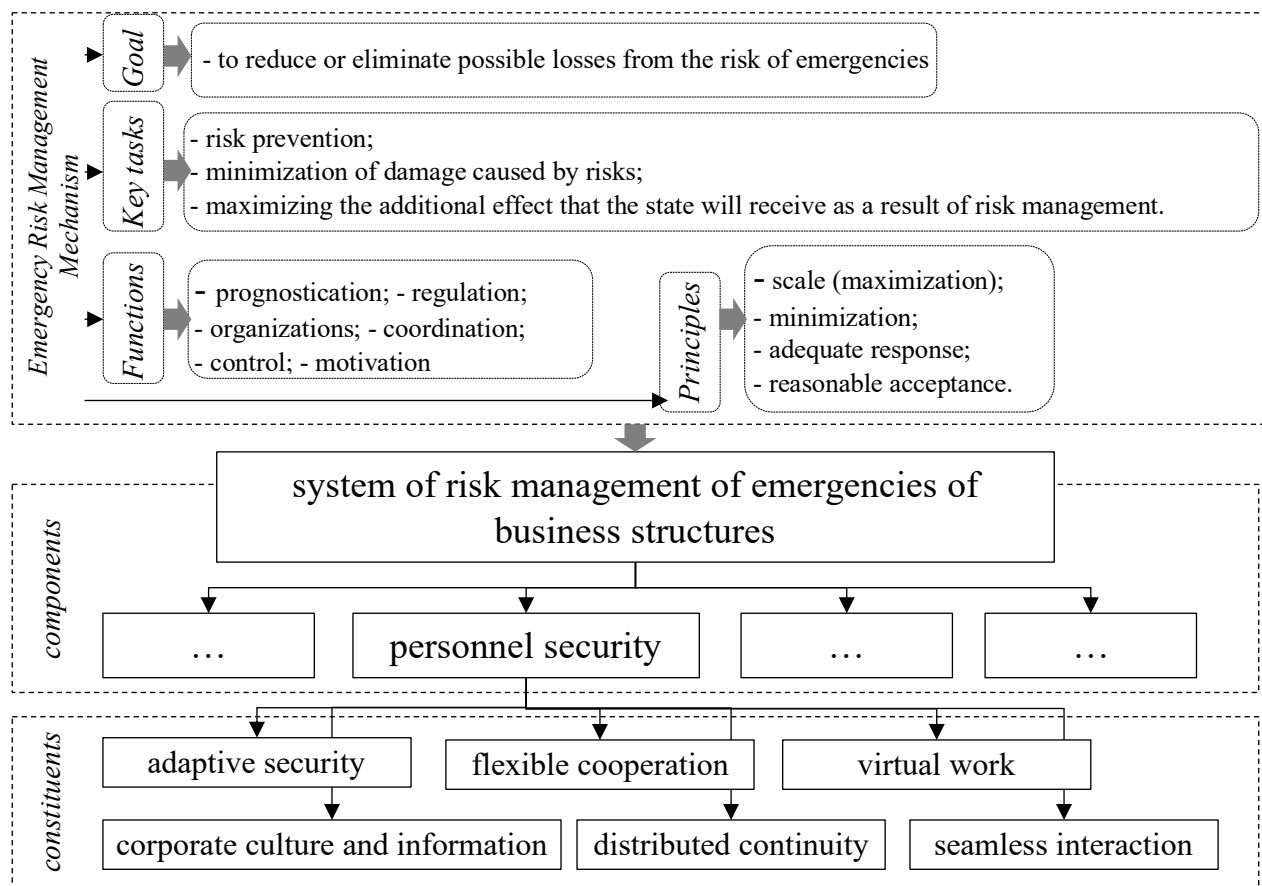


Fig. 2. Personnel security in the system of risk management of emergencies of business structures

Source: developed by the author

The peculiarity of the proposed recommendation is that it allows one to consider modern phenomena, namely, emergencies that occur in the contemporary world and tend to increase in quantity, scale and damage.

Conclusions. Ignoring the quality of human resources management of business structures, the level of professional development of workers, mechanisms for reproduction and realization of their business qualities, protection of interests of professionals and protection of society from non-professionals (and even more so from destructive professionals) poses a real threat to security. Crisis phenomena create additional obstacles for business structures on the way to their sustainable development. The risk management

system has always been able to protect the organization from negative influences, the effectiveness of which depended on how modern this system is, i.e. able to meet modern challenges. Today, the most acute problem is emergencies: pandemics, fires, earthquakes, etc.; all this forces businesses to move to remote work. Thus, when creating a modern system of business management risk, it is necessary to focus on its personnel component through the prism of the impact of emergencies.

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