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## INNOVATIVE APPROACHES TO PERSONNEL SECURITY UNDER THE CONDITIONS OF MARTIAL LAW

**Purpose.** Determination and analysis of the system of formation, development and management of personnel security, formation and use of highly qualified, responsible personnel in order to minimize the impact of threats on the economic security of the enterprise.

**Methodology.** The results of the presented scientific research were obtained using general and special methods of cognition: abstract-logical analysis, systematization and combination, method of theoretical generalization, method of dialectical cognition, deduction and induction.

**Findings.** The influence of personnel policy on the economic security of the enterprise and the potential of the latter for further development in the future are determined. The process of forming the company's personnel security system as an important factor in the development of the company's internal environment is analyzed. The role of personnel service and security service in the formation of personnel policy of the enterprise is defined. The trends of the implementation of digitalization at the enterprise as an innovative mechanism for the formation of personnel security through the introduction of new management methods, programs and tools that allow more efficient use of time and work resources have been determined. A model of the formation of the system of personnel security of the bodies and operational units of the National Police of Ukraine as an effective tool for covering critical infrastructure and strategic objects during the introduction of the legal regime of martial law on the territory of the country and the presence of relevant threats to the specified objects has been developed.

**Originality.** The scientific novelty of the obtained results lies in the fact that the researched methods and other elements of personnel security of civilian enterprises are adapted not only to the needs of the formation of personnel security of government structures, in particular the bodies and operational units of the National Police, but also to modern conditions, including conditions of martial law. The results of the study will contribute to the introduction of methods and elements of personnel security of government structures into the legal field, and, accordingly, to the improvement of the criminogenic situation at critical infrastructure facilities, strategic facilities and enterprises, to the achievement of an economic effect, etc.

**Practical value.** The use of the developed methods for the formation of personnel security will allow the formation and implementation of the system of personnel security of government structures. The formation of the appropriate level of personnel security of government structures, in particular the bodies and operational units of the National Police, will contribute to the increase in the level of operational and investigative countermeasures against criminal threats, which will positively affect the economic security of the state during the period of martial law by reducing the number and scope of the consequences of criminal encroachments.

**Keywords:** *personnel security, personnel potential of the enterprise, government structures, bodies and units of the National Police*

**Introduction.** In the conditions of the transformation of the market economy, the issues of economic security not only of civil enterprises, but also of government structures, in particular the bodies and operational units of the National Police, come to the fore, since in modern conditions the listed entities must resist threats of various kinds and have reserves for their own recovery. The main one of the key tasks related to the construction of economic security is the formation of personnel management from the standpoint of economic security.

In recent years, not only civilian enterprises are faced with threats from their own personnel, which leads to the deterioration of economic security, but also the bodies and operational divisions of the National Police feel a negative impact due to increased risks in personnel management. Thus, the formation of an effective system of personnel security of the bodies and operational units of the National Police is one of the priority directions of the economic security of the state, the basis for ensuring and a guideline for the formation of the personnel policy of civil enterprises from the position of operational overlap of critical infrastructure objects, strategic objects and the state as a whole.

**Literature review.** Enterprises understand personnel security as legal and information support of the personnel management process, which is aimed at solving legal issues regarding labor relations, preparing regulatory documents and providing all personnel management units with the necessary information [1].

Numerous studies by domestic and foreign scientists are devoted to the formation of the company's personnel security system.

Kibanov A. believes that personnel security is a general direction in which principles, methods for preserving and developing personnel potential ensure highly effective work of a team well adapted to changes in the external environment [2].

According to Loginova N., personnel security is the most important component of the economic security of the enterprise, the purpose of which is to identify, neutralize, avert, and prevent threats, dangers and risks that are aimed at personnel and it is implemented in the labor resources management system and in the personnel policy of the enterprise [3].

The authors A. Marenich, N. Meheda believe that personnel security is a characteristic of the economic system, which functions under the condition of effective action of all its functional components, namely security, the ability to resist internal and external influences and threats [4].

Kalinichenko L., Kulimyakin Ya. and Shumilo O. point out that the degree of security of the state of economic development of the enterprise, the efficiency of its activities, sustainable functioning and adaptation to changes are connected above all with personnel security and high quality of personnel training [5].

Gerasimenko O. believes that personnel security is a process of preventing threats to the enterprise, which are related to labor relations and the use of intellectual potential [6].

The analysis of literary sources on the researched topic showed that there are different approaches of scientists to understanding the essence of personnel security: process, structural, functional, target.

From the standpoint of the process approach, personnel security is the process of preventing negative impacts on the economic security of the enterprise due to risks and threats related to personnel, their intellectual potential, and labor relations [7].

In order to identify, prevent, warn and neutralize threats, dangers and risks, a structural approach is required in which personnel security is a key link of the general and economic security of the enterprise. The formation, development, and use of personnel and intellectual potential is an important aspect of the human resources management system and personnel policy of the enterprise [5].

The functional approach involves the development of personnel security as a set of processes that ensure the security of the enterprise in socio-economic, managerial and social aspects and prevent threats caused by the human factor [3].

The target approach interprets the personnel security of the enterprise as a state of protection of the interests of the organization regarding the development and improvement of human capital, an effective system of human resources management, and the minimization of the company's risks regarding personnel management [8].

Meheda N. G., Marenich A. I. in their studies emphasize that the personnel security of the enterprise can be identified in terms of such constituent parts as life safety, social and motivational security, as well as professional and anti-conflict security of the enterprise [4].

Goncharova K. G. notes that the basis of personnel security is the principles of prevention and warning of threats that negatively affect the company's activities [2].

Zhivko Z. B. (2019) claims that the formation of personnel security at the enterprise depends on "personnel risks" and "personnel threats" and describes personnel security as the optimal state of protection of personnel from external and internal threats from the personnel side.

Pisarevska G. I. notes that "A threat to personnel security is a set of conditions and factors that endanger the interests of participants in social and labor relations, hinder the effective and harmonious development of human resources" [3].

Krasnomovets V. A. describes personnel security as a dependence of three main factors, namely recruitment, loyalty and control, which together provide a set of measures that make it possible to manage personnel security [9].

Nazarova G. in her works provides a classification of dangers and threats. The author describes and details internal and external threats and factors [10].

Abyazova N. describes the essence and place of personnel security in the company's activities and provides a methodology for assessing the personnel security of enterprises [11].

Research by the authors T. O. Bashuk, I. S. Grashchenko, I. P. Gushcha, S. E. Lavryniuk is devoted to the corporate culture of the enterprise as the main factor in the formation of personnel security of the enterprise [12, 13].

In the works by O. O. Len, the strategy and methods of ensuring personnel security are highlighted [14]. As a supplement to the previous works, the authors N. V. Hrytsenko and N. I. Danko, in addition to the influence of corporate culture on personnel security, investigate the system of personnel formation methods and personnel security at enterprises [15, 16]. Innovative methods of personnel training as an element of

personnel security are highlighted in the works by O. V. Litorovich and O. I. Kariy on the use of adaptive-interactive systems in the process of personnel training [17].

Fisunenکو N. O., Vakulych M. M. describe the role of digitalization in the formation of personnel security, as an innovative method of personnel formation and economic security of enterprises [18].

Sidorov O. A., Alyoshina T. V., Fisunenکو N. O. offer an innovative model of enterprise development, which highlights the elements of personnel and economic security of the enterprise [19].

Kyselov A. O. considers aspects of personnel security and functionality of personnel of operational units and the National Police [20, 21].

According to the analysis of literary sources, personnel security is a complex system of personnel formation, development and management measures aimed at maintaining a stable state of the economic security of the enterprise and its effective operation.

The object of personnel security management is the personnel of the enterprise, the subjects are all services and units under the influence of personnel management for the economic security of the enterprise.

Thus, a retrospective analysis of sources from the selected topic showed that the formation of personnel security is most often considered at the level of enterprises of various forms of ownership, or at the state level, while the study of the system of formation of personnel security of bodies and operational units of the National Police, as a separate direction, requires further refinement.

**Purpose.** The main goal of the study is the analysis of the theoretical foundations of the personnel security management system of civil enterprises and the adaptation of the latter to the formation of personnel security in government structures, in particular in the bodies and operational units of the National Police to minimize the impact of threats to the economic security of the state.

**Results.** Personnel security is a system that performs organizational, socio-economic and reproductive functions. The organizational function of personnel security includes the planning of personnel needs and the determination of sources of personnel. The socio-economic function serves as a tool for ensuring the conditions and factors that contribute to the rational maintenance and use of personnel. The reproductive function of the company's personnel security is aimed at the development of personnel.

The main task of personnel security of the enterprise is:

- prevention of risks and threats from competitors;
- protection of property and material values of the enterprise from destructive actions;
- prevention of material damage;
- creation of favorable conditions for the effective functioning of all divisions of the enterprise.

The authors systematized the main aspects of the essence of the concept of "personnel security" and provided a graphic representation of the main components of the corresponding concept (Fig. 1).

Regulatory and legal regulation of personnel security of the enterprise is carried out within the framework of current legislation and is regulated by the Constitution of Ukraine, international legal acts ratified by the Verkhovna Rada of Ukraine, the Economic and Tax Code, the Code of Labor Laws, laws of Ukraine "On Employment of the Population", by-laws of state regulatory bodies and internal documents of the enterprise.

In the scientific works by N. G. Meheda, A. I. Marenich the personnel security of the enterprise is interpreted in terms of such constituent parts as life safety, social and motivational security and anti-conflict security of the enterprise [4]. Author K. G. Goncharova notes that the basic principles of personnel security are aimed at avoiding and prevention of threats that

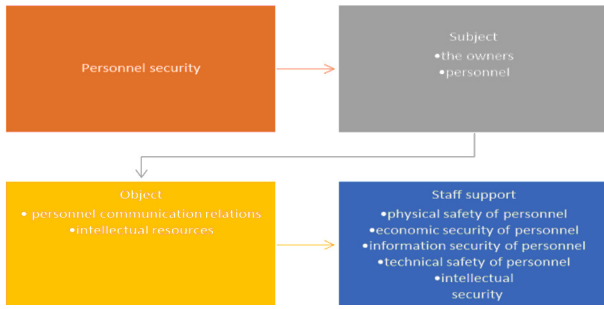


Fig. 1. The essence of personnel security of the enterprise



Fig. 2. Structural components of personnel security

negatively affect the activities of enterprises and somewhat expands the list of structural elements [2]. According to the authors, the approach to the formation of personnel security components should be comprehensive and include safety, social-motivational, professional, anticonflict and psychological components (Fig. 2).

The formation of personnel security at the enterprise depends on “personnel risks” and “personnel threats”. Threats to personnel security are a set of conditions and factors that create danger and hinder the effective and harmonious development of human resources. The authors systematized threats to personnel security according to classification features (Fig. 3).

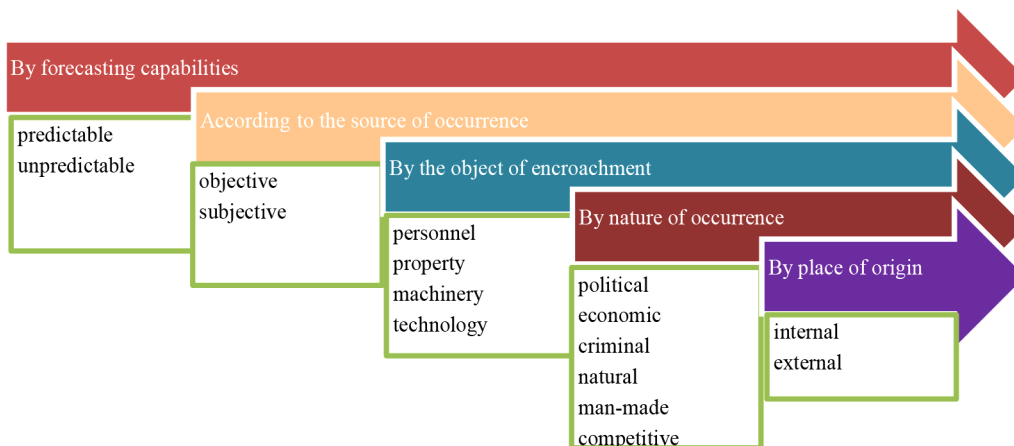


Fig. 3. Classification of threats to personnel security of the enterprise [11]

The most common classifier of dangers and threats is the sphere of their occurrence. According to this feature, all threats to the enterprise are divided into internal and external threats.

External risks include risks that are not directly related to the company’s activities. The relevant risks directly depend on the influence of many factors, such as political, economic, social, insurance, macroeconomic, natural ones (natural disasters), etc.

Internal threats include destabilizing factors, in particular the actions or inaction of the company’s employees, which are contrary to its interests. Such factors can lead to economic losses, leakage or loss of information resources, undermining the business image, as well as problems in relations with real and potential partners and clients.

Based on the timing of the implementation of threats, the latter are divided into:

- potential threats that are only probabilistic in nature and the practical implementation of which is only in the future;
- realizable threats, that is, there is a negative impact on the activities of the subject of management and manifests itself at different stages of the latter’s development;
- threats have been implemented or completed, the negative effect of which has already ended and the damage has actually been assessed.

Threats can be classified by economic nature. According to this classification, threats are material and non-material.

Threats of a material nature cause direct and calculable financial damage to the enterprise. Threats of a non-material nature cannot be assessed accurately.

According to the source of the threat, there are threats from competitors, from criminal structures, from the state, and from company employees.

Threats from competitors are the latest use of methods of unfair competition, luring qualified employees, discrediting competitors.

Threats from criminal structures are the influence of individual criminals and groups that seek to achieve goals contrary to the interests of a particular enterprise by seizing control, stealing property, and causing damage.

Threats from the state are the activities of authorized supervisory, regulatory, fiscal and law enforcement agencies, whose activities can potentially cause personnel threats.

Threats from the company’s employees are manifested due to their irresponsibility, which leads to losses for the company and improvement of the situation of the employees themselves.

Threats and risks of personnel security have corresponding consequences for the enterprise: a decrease in the value of shares, loss of business contacts with suppliers and consumers of products (material losses), deterioration of the company’s corporate ethics and damage to business reputation (non-material losses).

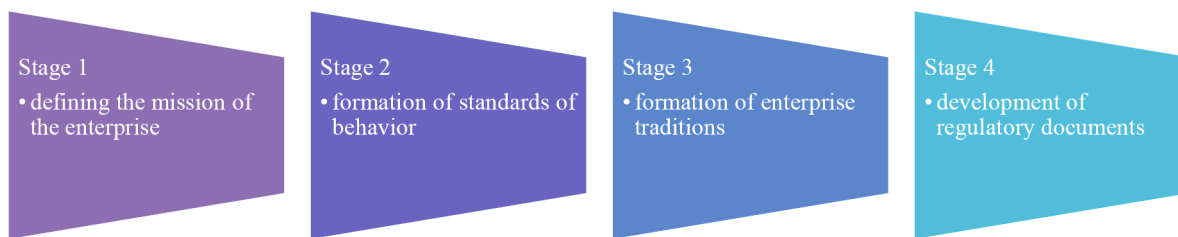


Fig. 4. The stages of formation of the personnel security policy of the enterprise

Provision of the security of the enterprise is ensured due to a number of parameters and necessary norms. The identification of threats and dangers directly and proportionally depends on the system of measures aimed at minimizing dangers and striving for their absence.

The formation of the personnel security system includes the principles of personnel security policy and personnel security itself.

The formation of personnel security policy is a complex process of forming the stages of development and implementation of the latter, which can be divided into four stages, which are presented in Fig. 4.

The support of the company's personnel security policy directly depends on the selection of employees and the actions of the company's management.

The formation of the personnel security system of the enterprise also consists of certain stages, which may differ in their number, but it begins with an assessment of the level of economic security of the enterprise and includes the stage of choosing the optimal method of ensuring personnel security, taking into account the resource capabilities and goals of the enterprise (Fig. 5).

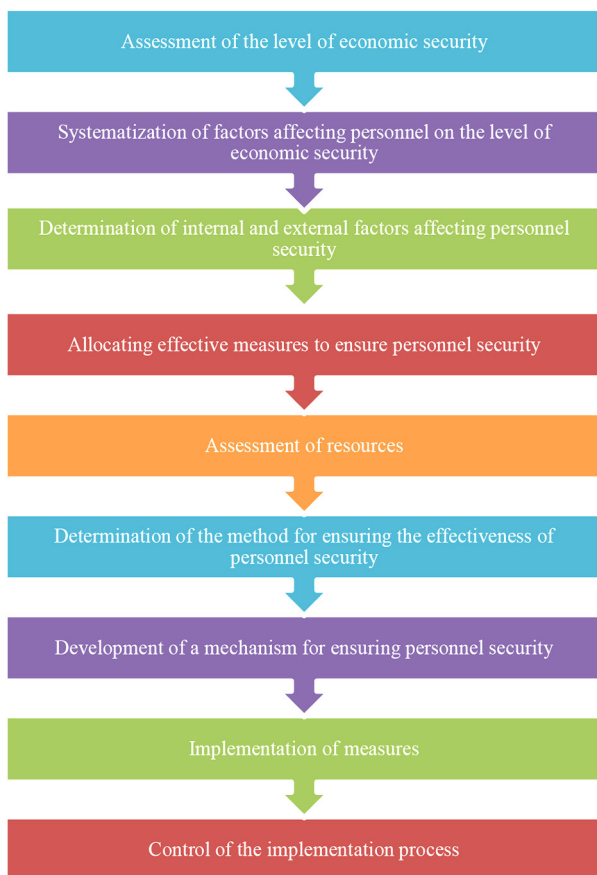


Fig. 5. The algorithm for forming the personnel security system of the enterprise

The subjects of the personnel security system of the enterprise are the personnel management service and the security service, while the latter has greater weight in the specified issue.

It should be noted that in practice, the personnel management service is an equally important subject of personnel security, and sometimes the main one, since the latter:

- is responsible for recruitment, selection, evaluation, development of employees, thereby influencing the provision of personnel security;

- carries out personnel management to achieve the goals of the enterprise with the help of personnel, which minimizes negative effects from the personnel;

- implements methods for guaranteeing personnel safety.

Thus, the personnel service is no less important subject of the personnel security than the security service.

Ensuring personnel security is a main strategic task of a personnel manager.

The personnel security depends on three main factors, namely recruitment, loyalty and control.

Hiring is a set of safety measures for hiring and predicting reliability. The essence of the relevant given factor is to ensure the security of the enterprise at the stage of search, selection, selection of candidates, documentary and legal support for employment, provision of a trial period and adaptation of personnel.

Loyalty is a set of measures aimed at establishing positive relations between employees and the employer, employee satisfaction with conditions, prospects, the team, and protection from external threats.

Control is a set of measures aimed at preventing damage to regulations, regimes, technological processes, various operations and safety procedures.

The personnel management service must ensure both internal and external personnel security. At the same time, attention should be paid not only to threats, but also to uncertainty and risk, as they contribute to real threats and negative consequences.

There are various methods of forming personnel security of the enterprise. The methods of personnel security formation mean the management philosophy and practice aimed at supporting the company's personnel security.

The methods of forming personnel security are systematized in Fig. 6.

Let us consider each of the above ways in more detail.

The method of corporate coaching consists in building a system of professional growth of the enterprise, increasing motivation, supporting and accompanying employees to achieve the required result.

The goals of the corresponding method are the following:

- formation of employees with a clear understanding of corporate goals and ways to achieve them;
- formation of a clear plan of personnel security policy;
- planned formation and development of tools for working with the team to achieve corporate goals;
- implementation of personnel security policy;
- increasing the effectiveness of personnel security.

Socio-psychological training is a method of training that occupies a leading position in the system of personnel security formation, which is aimed at forming the skills of employees,



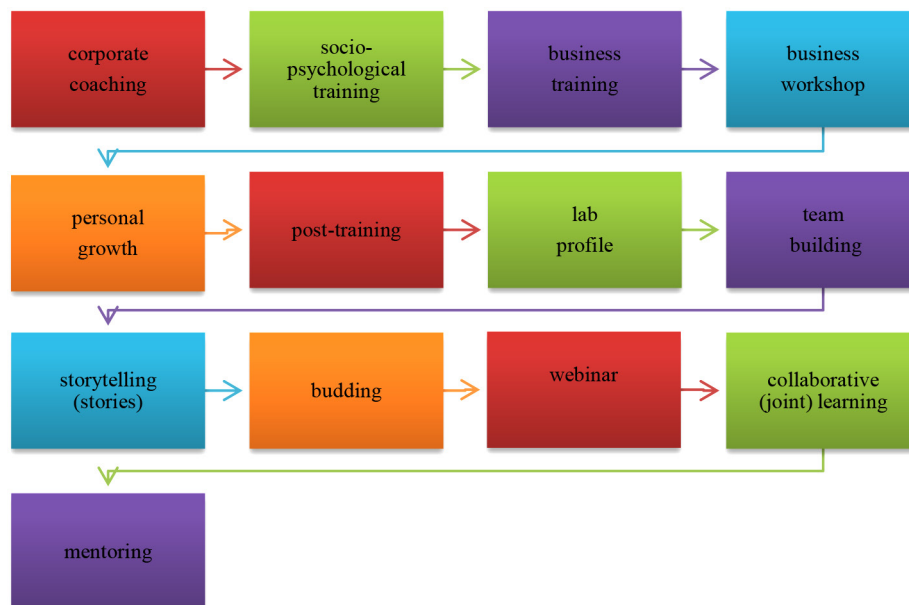


Fig. 6. The ways of formation the personnel security

changing their social attitudes, developing skills and experience of interpersonal communication.

The main goals of using this method in the personnel security system are the following, namely:

- improving skills and acquiring the necessary competences in the field of communication;
- forming an understanding of the need for personnel security policy;
- development of conflict-free communication skills.

Business training is a method for developing the skills of employees regarding the efficiency of production activities, successful performance of job duties, managerial interactions.

The main goals of business trainings are:

- improvement of employees' skills in performing their own duties;
- formation of competence characteristics of management employees;
- on-the-job training without separation from official duties;
- teamwork;
- implementation of the time management system in the work of employees;
- implementation of personnel security policy.

Another method for forming the personnel security system of the enterprise is the "business workshop" method, which consists in the independent creation by employees of the guidelines and principles of personnel security under the supervision of a business trainer in the process of implementing business games and passing cases, based on the relevant topics and experience of employees in the relevant field.

The main tasks of this method are:

- consolidation or rethinking of existing knowledge;
- improvement of skills and abilities necessary for obtaining and multiplying the profit of the enterprise.

An important method of development of the personnel security system is personal growth, which involves qualitative changes in personal potential and is aimed at successfully solving personal tasks and forming orientations of prospects for employees.

The main goals of the respective method are:

- implementation of personnel security system;
- formation of skills and competencies of management employees;
- increasing the efficiency of the transformation process;
- development and improvement of behavioral skills of employees.

The post-training method is a system of working with employees, which is aimed at supporting the training effects, namely the stimulation and analysis of the application of knowledge, abilities and skills acquired by employees in everyday activities.

The main tasks of the corresponding method are:

- improvement of performance of job duties by employees;
- formation of managerial skills;
- learning from separation from the performance of official duties;
- teamwork;
- implementation of time management principles;
- implementation of the principles of the personnel security system.

The "LAB-profile" method consists in drawing up and analyzing a well-founded and objective programmatic portrait of the employee.

The main goals of this method are:

- obtaining reliable information about the candidate in the process of selecting employees;
- determination of the zone and sphere of development of employees;
- building constructive relations with colleagues, managers, clients, shareholders;
- finding out the value and motivation of employees;
- determination of personal guidelines and ways of development;
- systematization of the most important characteristics regarding the formation of an employee's thinking style;
- forecasting the success and efficiency of the employee's work;
- determination of available resources.

Team building is an important method of forming the system of personnel security, which is a tool for creating the ideology of the enterprise by means of fostering the trust of employees in the enterprise and the team, and also forms commitment to the culture and goals of the latter, creates a certain image of the enterprise.

The main goals of the respective method are:

- formation of employees' consciousness as a single team;
- revealing the hidden capabilities of employees in the process of modeling circumstances, which will allow you to look at your colleagues in a new way;
- getting emotional release;
- formation of incentives for further active work within the enterprise;

- improvement of processes of interaction between the team and the latter;
- increasing the level of trust in the company and the team through the formation of a sense of team spirit.

The Storytelling method is an informal method of employee training that contains detailed information about past management actions and employee interactions, which are usually transmitted informally to organizations as rumors.

The method has the following goals:

- formation and consolidation of corporate values and principles of the enterprise;
- encouraging employees using examples of the actions of others;
- bringing management closer to employees;
- improving the psychological climate in the team.

Budding is a learning method that aims to support the achievement of personal and corporate goals and is based on providing each other with objective and honest feedback.

The main goals of the respective method are:

- training of the employee during the period of adaptation to the new workplace;
- transfer of information within the enterprise;
- stimulating the efficiency of transformations at the enterprise;
- transfer of information between cooperating enterprises;
- development of behavioral skills of employees;
- teamwork.

Webinar is a regular online training session in which training is provided through additional text, audio and video chats through the delivery of information in illustrated slides or written on electronic boards.

The goals of the training are:

- exchange of experience between experienced workers and beginners;
- the possibility of distance learning;
- broadening the horizons of employees beyond their departments to other branches of the enterprise.

Collaborative (joint) training, as a method for forming personnel security of the enterprise, is built on work in a group and close interaction between those who study and the teacher, in the process of which the participants of the process gain knowledge through a joint active search for information.

The main goals of collaborative learning are the following:

- increasing employee motivation;
- providing better conditions for employees to achieve strategic goals of the enterprise;
- development of teamwork;
- improvement of the psychological climate in the team;
- acquisition of conflict-free communication skills.

Mentoring is a method for training and development of employees, under the terms of which there is a mentor employee who has the most experience and shares his knowledge with a subordinate over a certain period of time.

The main goals of mentoring are:

- clear definition of the vision of corporate goals and ways to achieve them;
- creation of clear guidelines for personnel policy and personnel security;
- creation of tools for the company's team to achieve corporate goals;
- implementation of personnel security policy;
- increasing personnel efficiency and safety.

The methods listed above are "classical" tools for the formation and development of personnel in the personnel security system, which have proven their effectiveness, but in the conditions of digitization of the personnel security system, other approaches are needed, namely:

- use of automated technologies for analysis and forecasting of large data sets;
- targeting a specific consumer;
- high level of adaptability to external changes;

- speed of decision-making;
- collection and processing of data in real time.

According to the previous research of the authors, in the conditions of digitalization, the formation of the personnel security system at the enterprise involves the use of more modern directions of work with personnel, which should include the following [18]:

- introduction of the latest digital technologies (virtual reality, augmented reality, mixed reality) and the use of artificial intelligence as an effective tool for the educational component of personnel security formation;
- prevention of personnel threats due to the use of chatbots at the initial interview to control the knowledge of respondents in the format of interactive interaction, analyze the answers of candidates, determine the level of their literacy, competence and language skills;
- increasing the level of information confidentiality;
- use of modern programs for effective study, processing and sorting of resumes;
- online comparison of the characteristics of potential candidates and employees of the division for the development of a system of measures to improve the personnel security of the enterprise;
- the application of online technologies for the development of an individual trajectory of the development of personnel competencies in terms of monitoring its characteristics and activity results;
- the use of modern tools to develop complex solutions for the career growth of employees by analyzing the dynamics of personal characteristics and the results of personnel activities.

Digitalization of the company's personnel security formation system allows solving a number of tasks related to:

- tracking personnel threats;
- prevention of ineffective communication with clients;
- automation of internal business processes;
- simplification of interaction with state bodies.

However, it is worth noting that the implementation of digital technologies also carries certain threats to the economic security of the enterprise and can significantly increase the risks of information leakage, personal data and work with confidential information.

The approach to digitalization of an enterprise's personnel security must be comprehensive and include digital transformation of all areas of the enterprise's activities, including security. Systemic development of the enterprise should ensure a high level of integration of management decisions on the implementation of digitalization processes at all levels of economic security of the enterprise and be applied at the level of all divisions of the enterprise to make maximum use of the latest digital technologies.

Modern trends in personnel management and security:

- 1) HR departments use IT systems for personnel management, which lead to structural changes within the enterprise;
- 2) implementation of digital technologies for the decentralization of HR management activities and adoption of digital HCM solutions that increase user capabilities. As a result, most managed traditional HR tasks become redundant;
- 3) digitization allows staff to transfer data to company employees and more effectively "sell" internal messages;
- 4) strategic positioning of the business from the HR side;
- 5) revision of concepts of career and training, namely assistance of companies in the process of continuous training of personnel;
- 6) changing the method of recruiting candidates, namely through the use of social media;
- 7) development of HR analytics as a business discipline that ensures the financial efficiency of the enterprise and its operational activities;
- 8) strengthening labor resources, namely cognitive computing, robotics and artificial intelligence.

The formation of the personnel security system of the bodies and operational divisions of the National Police requires special attention from the state for a number of reasons.

Firstly, the formation of a high-quality system of personnel security of the bodies and operational units of the National Police is a guarantee of effective interaction of the police bodies and units with business entities, critical infrastructure objects and strategic objects with the help of operational overlapping of the relevant objects.

In the authors' previous studies, it was determined that the prompt closure of certain critical infrastructure facilities, strategic facilities and enterprises should be carried out by criminal and special police units of the National Police of Ukraine [21]. Further consideration of the detailed problem made it possible to develop conclusions that make it possible to quickly conduct operational investigative activities, conduct criminal analysis and use secret methods of the National Police to counter criminal offenses and violations on permanent objects and enterprises.

On the other hand, the high-quality personnel of the National Police provide for effective countermeasures by the bodies and operative units of the National Police against threats to the enterprise and relevant objects, including from criminal structures, during which the police mainly communicate with persons who are preparing for or have already committed a criminal offense, which determines the conflictual nature of such communication.

Today there is a need to involve the bodies and operational units of the National Police of Ukraine for the prompt redefinition of critical infrastructure and personal strategic objects in connection with the establishment of a legal regime of martial law in the territories. At the same time, formation of the personnel security system of the bodies and operational units of the National Police is of great interest to scientists, politicians and practitioners.

In our opinion, under personnel security of the bodies and operational units of the National Police, it is appropriate to consider the system of quality personnel support of the bodies and operational units of the police, which consists in identifying, preventing and neutralizing threats, dangers and risks in order to increase the stability of the functioning of the bodies and units of the National Police and ensure the economic security of the state.

Digitalization is an important aspect of the formation of personnel security of government agencies, in particular the bodies and operational units of the National Police, since when carrying out criminal analysis within the framework of operational investigative or criminal proceedings or on an initiative basis, police officers use all available modern methods and technologies, etc., including software and analytical systems such as IBM I2 ANALYST'S NOBOOK, Power BI, etc., since knowledge of analytics allows you to more effectively combat criminal offenses.

**Conclusions.** The conducted research made it possible to draw conclusions that an effective policy of personnel security in a complex system of economic security minimizes personnel risks and their negative impact on the financial component of the state, especially in the conditions of martial law. An effective personnel security policy of government structures, in particular the bodies and operational divisions of the National Police, has a direct impact on the economic security of the entire state and guarantees a high potential of the personnel component in the future.

The process of forming the personnel security system of government structures and civil enterprises cannot be effective without a properly formed personnel security policy. The latter is an important factor in the internal environment and should be based not only on the activities of the security service, but should begin with the direct activities of the personnel department.

The use of digitization in the conditions of civil enterprises, as well as government structures, such as the bodies and

operational units of the National Police and others, involves not only the installation of modern software, but also trends in the management of personnel security. In order to ensure the digitalization of personnel security, a necessary condition is the constant modernization of work methods and the rapid adaptation of employees of civil enterprises and employees of organs and operational units of the National Police to significant changes, as well as the introduction of new management approaches, programs and tools that allow more efficient use of personnel resources in the period martial law and ensure the economic efficiency of the state in these conditions.

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## Інноваційні підходи до кадрової безпеки в умовах воєнного стану

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**Мета.** Визначення та аналіз системи формування, розвитку та управління кадровою безпекою, підготовки висококваліфікованого персоналу для мінімізації загроз для економічної безпеки підприємства.

**Методика.** Результати представленого наукового дослідження отримані за використання загальних і спеціальних методів пізнання: абстрактно-логічний аналіз, систематизація й комбінування, метод теоретичного узагальнення, метод діалектичного пізнання, дедукція та індукція.

**Результати.** Визначено вплив кадрової політики на економічну безпеку підприємства, потенціал останнього щодо подальшого розвитку в майбутньому. Проаналізовано процес формування системи кадрової безпеки підприємства як важливого чинника розвитку внутрішнього середовища підприємства. Визначена роль кадрової служби та служби безпеки у формуванні кадрової політики підприємства. Визначені тенденції впровадження діджиталізації на підприємстві як інноваційного механізму

формування кадрової безпеки шляхом упровадження нових методів управління, програм і засобів, що дозволяють ефективніше використовувати час і робочі ресурси. Розроблена модель формування системи кадрової безпеки органів і оперативних підрозділів Національної поліції України як ефективного інструментарію перекриття об'єктів критичної інфраструктури та стратегічних об'єктів у період введення на території країни правового режиму воєнного стану й наявності відповідних загроз указаним об'єктам.

**Наукова новизна.** Наукова новизна отриманих результатів полягає у тому, що досліджені методи та інші елементи кадрової безпеки цивільних підприємств адаптовані не тільки до потреб формування кадрової безпеки урядових структур, зокрема органів і оперативних підрозділів Національної поліції, але й до сучасних умов, у тому числі до умов воєнного стану. Результати дослідження сприятимуть введенню методів і елементів кадрової безпеки урядових структур у правове поле, та, відповідно, покращенню криміногенної обстановки на об'єктах критичної інфраструктури, стратегічних об'єктах і підприємствах, досягненню економічного ефекту тощо.

**Практична значимість.** Використання розроблених методик з формування кадрової безпеки дозволить сформувати та впровадити систему кадрової безпеки урядових структур. Формування належного рівня кадрової безпеки урядових структур, зокрема органів і оперативних підрозділів Національної поліції, сприятиме підвищенню рівня оперативно-розшукової протидії кримінальним загрозам, що позитивно вплине на економічну безпеку держави в період режиму воєнного стану шляхом зменшення кількості та обсягів наслідків від посягань злочинців.

**Ключові слова:** *кадрова безпека, кадровий потенціал підприємства, урядові структури, органи й підрозділи Національної поліції*

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