

PERSONNEL POLICY IN THE MECHANISM OF MANAGEMENT OF ECONOMIC SECURITY UNDER THE CONDITIONS OF THE FOURTH INDUSTRIAL REVOLUTION

Nataliia V. Zachosova. Bohdan Khmelnytsky National University of Cherkasy (Ukraine).
E-mail: natazachosova@gmail.com

Andrii O. Kovalenko. Bohdan Khmelnytsky National University of Cherkasy (Ukraine).
E-mail: natazachosova@ukr.net

Dmytro M. Kutsenko. Bohdan Khmelnytsky National University of Cherkasy (Ukraine).
E-mail: lawagens@gmail.com

DOI: 10.32342/2074-5354-2022-2-57-11

Key words: *personnel policy, personnel risks, mechanism, management, the Fourth Industrial Revolution, Industry 4.0, financial and economic security, BANI World.*

An information base has been developed to ensure the need to modernize the company's personnel policy for the effective functioning of the economic security management mechanism in the conditions of the Fourth Industrial Revolution and the realities of the BANI world. The need to transform the mechanism of managing the financial and economic security of economic entities and the personnel component of ensuring its functioning in accordance with the needs of the time has been substantiated. The risks of the Fourth Industrial Revolution, which must be taken into account in the management of the financial and economic security of the enterprise, have been identified and systematized. The list of personnel risks includes: low level of digital literacy of the staff; development of strategic plans by a person without professional training; employees' use of unsecured channels for communication and work with information resources; elimination of personnel from many business processes (their automation); low level of hard skills when working with new equipment; low level of soft skills; excessive load of personnel with information, incl. information unnecessary for a specific employee; reluctance to lifelong learning and professional development, ineffective spending of time in the process of working with gadgets; careless attitude to the preservation and use of personal and corporate information. It has been determined what characteristics the financial and economic security management mechanism of the business entity should meet in order to ensure the effectiveness of its functioning and achieve the goal of its existence in the conditions of Industry 4.0. The main characteristics are: the systematic and consistent planning of innovations, specific clear KPIs and the periodicity of their evaluation, orientation towards the maximum level of digitalization, development and stimulation of leadership qualities in security specialists, the maximum number of diversified information and qualification technologies. Directions for modernization of personnel policy of enterprises in the realities of the Fourth Industrial Revolution and BANI World have been proposed with four priority vectors: personnel training, employee motivation, talent development and preservation of personnel potential. It has been established which personnel competencies are necessary for managing financial and economic security in the conditions of Industry 4.0. Among them: the use of gadgets to perform official duties, teamwork, information hygiene, information literacy, the ability to self-develop, time management, communication skills.

References

1. Zachosova, N.V. *Zaprovadzhennya instytutu finansovoho ombudsmenu v Ukraini: ymovirni naslidky dlya ekonomichnoyi bezpeky finansovykh ustanov* [Introduction of the financial ombudsman institute in Ukraine: likely consequences for the economic security of financial institutions]. *Akademichnyy ohlyad* [Academic review], 2016, no. 1 (44), pp.80-85.

2. Zachosova, N.V., Kutsenko, D.M. *Orhanizatsiya protydyi zlochynam v ekonomichniy sferi u systemi zabezpechennya kadrovoyi bezpeky subyektiv hospodaryuvannya* [Organization of combating crimes in the economic sphere in the personnel security system of business entities]. *Ekonomika. Finansy. Pravo* [Economy. Finances. Right], 2016, no.8, pp.13-16.

3. Kovalenko, A.O. Human risks in the process of financial and economic security supply and personnel policy as an instrument for managing them. *Bulletin of the Cherkasy National*

University. *Economic Sciences*, 2020, Issue 2, pp.35-43. <https://doi.org/10.31651/2076-5843-2020-2-35-43>.

4. Korchevska, L.O. *Adaptatsiyni ta bifurkatsiyni stratehiyi upravlinnya ekonomichnoyu bezpekoyu pidpryyemstva* [Adaptation and bifurcation strategies for managing the economic security of the enterprise]. *Akademichnyy ohlyad* [Academic review], 2020, no.1(52), pp.26-35. <https://doi.org/10.32342/2074-5354-2020-1-52-3>.

5. Butenko, N.V., Koshchuk, A.H. *Tsyfrova transformatsiya pidpryyemnytskoyi diyalnosti v rozrizi realizatsiyni kontseptsii «Industriya 4.0»* [Digital transformation of business activity in the context of the implementation of the concept «Industry 4.0»]. *Problemy ekonomiky* [Problems of the economy], 2018, no.4, pp. 7-12. <https://doi.org/10.32983/2222-0712-2018-4-7-12>.

6. Matviychenko, O.S. *Kontseptsiya Industriya 4.0: zmist, mozhlyvosti ta ryzyky* [The concept of Industry 4.0: content, opportunities and risks]. *Biznes Inform* [Business Inform], 2018, no. 12, pp. 91-99.

7. Ivanov, YU. B. *Industriya 4.0: ryzyky, vyklyky, mozhlyvosti* [Industry 4.0: risks, challenges, opportunities]. *Ekonomika promyslovosti* [Economy of industry], 2019, no. 4, pp. 104-106.

8. Zanora, V.O., Chernova, L.S., Kuzminska, YU.M., Danchenko, O.B. *Metodyka pidboru kadriy z vrakhuvannyam orhanizatsiynnykh ryzykiv* [Methodology of personnel selection taking into account organizational risks]. *Upravlinnya proektamy ta rozvytok vyrobnytstva* [Project management and production development], 2013, no.1, pp.88-94.

9. Hurzhyi, N., Hurman, O., Leskova, S., Tiahunova, Z., Liubetska, M. Analysis of the modern personnel management system under the influence of digitalization of business processes experience of international companies, Ukrainian real. *Financial and Credit Activity Problems of Theory and Practice*, 2022, no.1(42), pp.484-492. <https://doi.org/10.55643/fcapter.1.42.2022.3731>.

10. Klipkova, O., Kozmuk, N., Tsebenko, O. Optimization of the personnel management mechanism in regard to the theory of generations. *Financial and Credit Activity Problems of Theory and Practice*, 2021, no.3(38), pp.509-521. <https://doi.org/10.18371/fcapter.v3i38.237483>.

11. Ptashchenko, O., Chernobay, L., Malykhina, S., Verezomska, I., Yaremchuk, S. Problems and prospects of application of strategies of personnel management of international companies in Ukrainian business practice. *Financial and Credit Activity Problems of Theory and Practice*, 2022, no.1(42), pp.406-414. <https://doi.org/10.55643/fcapter.1.42.2022.3661>.

12. Melnychenko, S., Lositska, T., Bieliaieva, N. Digitalization of the HR-management system of the enterprise in the context of globalization changes. *Financial and Credit Activity Problems of Theory and Practice*, 2022, no.6(41), pp.534-543. <https://doi.org/10.18371/fcapter.v6i41.251527>.

13. Kravchuk, O. Personnel management professional standards: development and implementation in Ukraine. *Social and labour relations: theory and practice*, 2019, no.9(1), pp.71-84. [https://doi.org/10.21511/slrrp.9\(1\).2019.07](https://doi.org/10.21511/slrrp.9(1).2019.07).

14. Lysytsia, N., Byelikova, Yu., Martynenko, M. Gender specifics of emotional intelligence as a resource for successful HR- management. *Economics of Development*, 2020, no.19(2), pp.33-43. [https://doi.org/10.21511/ed.19\(2\).2020.04](https://doi.org/10.21511/ed.19(2).2020.04).

15. Trunina, I., Zagirniak, D., Pryakhina, K., Bezugla, T. Diagnostics of the enterprise personnel sustainability. *Problems and Perspectives in Management*, 2020, no.18(2), pp.382-395. [https://doi.org/10.21511/ppm.18\(2\).2020.31](https://doi.org/10.21511/ppm.18(2).2020.31).

16. Kravchuk, O., Varis, I., Bidna T. Demand of HR-competency in Ukraine: changes and challenges at the labor market under pandemic COVID-19 . *Social and labour relations: theory and practice*, 2021, no.11(1), pp.14-30. [https://doi.org/10.21511/slrrp.11\(1\).2021.02](https://doi.org/10.21511/slrrp.11(1).2021.02).

17. Khan, S. An efficient human resource management system model using web-based hybrid technique. *Problems and Perspectives in Management*, 2022, no.20(2), pp.220-235. [https://doi.org/10.21511/ppm.20\(2\).2022.18](https://doi.org/10.21511/ppm.20(2).2022.18).

18. Zastrozhnikova, I. V. *Strukturni zrushennya v kadrovii politytsi ahrarnykh pidpryyemstv v umovakh didzhytalizatsiyi* [Structural shifts in personnel policy of agrarian enterprises in conditions of digitalization]. *Aktualni problemy innovatsiynoi ekonomiky* [Actual problems of innovative economy], 2020, no.4, pp. 59-66. <https://doi.org/10.36887/2524-0455-2020-4-10>.

19. Honchar, O. I., Muravska, L. I. *Kadrova polityka torhovelnoho pidpryyemstva v umovakh vyklykiv pandemiyi COVID-19* [Personnel policy of a trading enterprise in the conditions of the challenges of the COVID-19 pandemic]. *Visnyk Khmelnytskoho natsionalnoho universytetu. Ekonomichni nauky* [Bulletin of the Khmelnytskyi National University. Economic sciences], 2020, no.6, pp. 69-72. <https://doi.org/10.31891/2307-5740-2020-288-6-10>.

20. Potomkina, O. V. *Formuvannya kadrovoyi polityky pidpryyemstva: motyvatsiyyny aspekt* [Formation of personnel policy of the enterprise: motivational aspect]. *Ekonomichnyy forum* [Economic Forum], 2021, no.3. pp. 145-150. <https://doi.org/10.36910/6775-2308-8559-2021-3-21>.

21. Kobrusyeva, YE. A., Ivanov, R. V. *Problemni pytannya vzayemouz-hodzhenosti kadrovoyi polityky ta stratehiyi rozvytku pidpryyemstva* [Problematic issues of mutual coordination of personnel policy and enterprise development strategy]. *Mizhnarodnyy naukovyy zhurnal «Internauka». Seriya : Ekonomichni nauky* [International scientific journal «Internauka». Series: Economic sciences], 2020, no.12(1), pp. 58-63. <https://doi.org/10.25313/2520-2294-2020-12-6797>.

22. Matvyeyeva, N. M. *Dilova aktyvnist personalu yak element kadrovoyi polityky pidpryyemstva* [Business activity of personnel as an element of the personnel policy of the enterprise]. *Mizhnarodnyy naukovyy zhurnal «Internauka». Seriya : Ekonomichni nauky* [International scientific journal «Internauka». Series: Economic sciences], 2020, no.5(1), pp. 72-77. <https://doi.org/10.25313/2520-2294-2020-5-6023>.

23. Global Innovation Index (2021). Available at: https://www.wipo.int/edocs/pubdocs/en/wipo_pub_gii_2021/ua.pdf (Accessed 11 July 2022).

24. Measuring digital development Facts and figures 2021. Available at: <https://www.itu.int/en/ITU-D/Statistics/Documents/facts/FactsFigures2021.pdf> (Accessed 3 July 2022).

25. Проект національної стратегії Індустрії 4.0. Available at: <https://industry4-0-ukraine.com.ua/2019/01/02/ukrainska-strategiya-industrii-4-0-7-napriankiv-rozvytku/> (Accessed 1 July 2022).

26. Digital Economy Report 2021. Available at: https://unctad.org/system/files/official-document/der2021_overview_en_0.pdf (Accessed 1 June 2022).

Одержано 12.09.2022.