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STRATEGIC SECURITY MANAGEMENT OF STAFF DEVELOPMENT OF AN INNOVATION-ORIENTED ENTERPRISE UNDER THE CONDITIONS OF MIGRATION RISKS AND DIGITALIZATION

Maxym Buchniew,

*Ph.D. in Economics, Associate Professor,
Volodymyr Dahl East Ukrainian National University, Ukraine,*

Hanna Didur,

*Ph.D. in Economics, Associate Professor,
Odessa State Agrarian University, Ukraine,*

Serhii Shabelnyk,

*Ph.D. student,
Poltava State Agrarian University, Ukraine*

Strategic security management of personnel development of innovatively oriented enterprises and organizations in conditions of migration risks and digitization is expedient to start with the analysis of profiles of the enterprise's organizational culture. If a certain amount of discrepancy between the current and desired culture profiles is obtained, it gives a clear idea on which issues to focus attention on. In order to determine the core provisions and principles that describe which changes are expected and which are not expected as a result of the shift of emphasis in specific types of organizational culture of the enterprise, it is advisable to compile stories-illustrations to support the key values, desired orientation and principles of behavior that characterize the principles strategic security management of personnel development of innovatively oriented enterprises and organizations [1-10].

Stories-illustrations should characterize the core features of safety management of personnel development of innovatively oriented enterprises and organizations – corporate values, norms of behavior and moral principles that are generally accepted and shared by all employees of the enterprise.

In order to increase the effectiveness of the implementation of changes in the security management system of personnel development of innovatively oriented enterprises and organizations, it is necessary to develop a set of works to support the development of their organizational culture.

Ideally, it is necessary to create "cells" of organizational culture at innovatively oriented enterprises and organizations. Organizational culture working groups should be organized at enterprises, in which 2-3 organizational culture specialists should work. The organizational culture working group should systematically and constantly deal with issues of forming, evaluating, developing and managing the organizational culture of

the enterprise.

Measures to support the development of organizational culture in conditions of migration risks and digitalization should be developed and implemented systematically and planned, the result of the implementation of these measures should be the formation in the eyes of employees of a unified image of the organizational culture of an innovatively oriented enterprise or organization. We offer the following typical list of measures to support the development of the safety management system and personnel development of innovatively oriented enterprises and organizations:

Initiate conferences of labor teams of innovatively oriented enterprises and organizations, at which the regulatory framework for organizational culture will be submitted for approval and discussion: Code of organizational culture, Code of business conduct of employees, Code of relations with clients and business partners.

To carry out explanatory work and organize activities for training the workforce in the basics of organizational culture, in particular, the norms and rules of business ethics and behavior at innovatively oriented enterprises and organizations; norms and rules of appearance.

Control the appearance of employees of innovatively oriented enterprises and organizations, apply methods of punishment for violators.

Effectively apply not only in the festive, but also in the everyday life of the workforce, the core elements of the organizational culture of innovatively oriented enterprises and organizations: corporate colors, symbols, company logo, song and anthem of the enterprise.

Actively promote the invisible elements of the company's organizational culture among the employees of innovatively oriented enterprises and organizations: the mission, the main purpose of the activity, the development strategy, the basic principles of daily work, the main values and corporate holidays of the enterprise.

Organize conferences of the labor team to discuss problems, achievements and consider proposals for the development of organizational culture at innovatively oriented enterprises and organizations.

Organize "reception times" for employees of innovatively oriented enterprises and organizations in order to conduct consultations on the main aspects of organizational culture and accept proposals.

Develop and propose measures to the top management to preserve the values of the collective spirit, a healthy psychological climate, and the development of each employee's personality.

Develop a system of encouraging innovativeness, innovation, personal initiative, participation, involvement and freedom of employees of innovation-oriented enterprises and organizations.

To develop proposals for the top management of innovatively oriented

enterprises and organizations regarding the revision of formal rules and procedures – their qualitative and quantitative changes, improvement of the organizational structure of the enterprise and reduction of its "bureaucratization".

Continue work on creating a history-illustration of the labor achievements of employees.

It is important to remember that the transformation of organizational culture will not happen if absolutely all members of innovation-oriented enterprises are not involved in the process, if they do not create their propensity for change and active support.

In the future, when solving the tasks of supporting strategic security management of personnel development of innovatively oriented enterprises and organizations in the conditions of migration risks and digitalization, it is necessary to take into account the determining role of three factors:

Personnel selection. The selection of employees at innovation-oriented enterprises and organizations should pursue the goal of identifying and recruiting people with knowledge, skills and abilities that allow them to successfully perform their work. In the final selection of employees, preference should be given to those who are more compatible with the organizational culture and the system of values identical to the corporate ones.

Activities of the chairman and board members of innovatively oriented enterprises and organizations. The head and members of the board of enterprises and organizations, based on their own ideas, as well as ideas borrowed from reliable sources, develop a vision and set the general direction of their future activities.

The management of the enterprise should become a model of morality and ethics for the entire workforce of innovatively oriented enterprises and organizations.

It is then that the management's actions will contribute to the formation and strengthening of the organizational culture and will not cause resistance among the employees of this enterprise and organization.

Cultural adaptation and its main stages. No matter how effective the recruitment processes are, new employees cannot immediately familiarize themselves with the organizational culture of the enterprise or organization and behave accordingly. That is why it is necessary to help new employees in every possible way to adapt to the organizational culture of innovatively oriented enterprises and organizations.

Therefore, the implementation of measures to change and support the strategic security management of personnel development of innovatively oriented enterprises and organizations in the conditions of migration risks and digitization of an effective and strong organizational culture based on

the strengthening of interpersonal and intergroup interaction.

To increase the effectiveness of strategic security management of personnel development of innovatively oriented enterprises and organizations, we offer:

- practice the work of the chairman of the board with a coach;
- to practice trainings of managers regarding communications, sales, personal growth;
- to introduce awards for rationalization;
- organize contests for better solutions to technological problems;
- to allow the use of the company's equipment outside working hours with payment for electricity and materials.

• In this way, the level of conflict and the amount of unused working time (including absenteeism) will be reduced. When improving the management of the socio-psychological subsystem, labor productivity increases by 25%.

The personnel and innovation potential management system of the enterprise, like any other management system, has the following qualities:

- interconnection and interaction of all system components;
- integrity, coherence and synchronicity in time;
- consistency with the mission and goals of the enterprise;
- adaptability, flexibility in relation to environmental changes;
- autonomy of elements of the organizational structure of management functions;
- multi-functionality and multi-facetedness, realized through the ability to readjust, reorientate;
- updates accordingly regarding environmental changes.

The task of the personnel innovation potential management system is to effectively manage the process of development, implementation, production and commercialization of innovations with the coordination of relevant decisions with the management systems of operational (production), marketing, financial and personnel activities.

The personnel and innovation potential management system is in a constant relationship and interdependence with other systems in the enterprise. In an enterprise that forms personnel and innovation potential, a necessary condition is the constant assessment of the safety management system by this potential, in order to avoid unplanned costs. It is also important to evaluate this system in relation to the management systems of other types of activities. That is, it is necessary to evaluate the costs and their expediency for the functioning of each system. In the process of functioning of systems and their interaction, it is important to monitor this interaction in order to prevent unwanted consequences.

During the interaction of various management subsystems of the enterprise, the employees of these systems also interact with each other. To

a certain extent, the result of their cooperation depends on the qualification and competence of the managers. Staffing of the management system with innovative potential is the necessary quantitative and qualitative composition of management workers, which is determined by various methods of calculating the number of workers in the management system. The qualitative composition of workers, i.e. their composition by categories, professions, specialties, qualification level is calculated based on the professional and qualification distribution of works, recorded in the production and technological documentation of the work process.

Due to the same number of personnel, we get a higher gross income, the quality of work is better, control costs are reduced, and labor productivity is higher. Fewer shortages, thefts, production conflicts, technology violations. Management, due to the trust factor, can increase the level of fund armament, counting on careful treatment of funds and resource conservation (table. 1).

Table 1

Modeling the effectiveness of strategic security management of personnel development of innovatively oriented enterprises and organizations in conditions of migration risks and digitalization

Indicators	Fact	Project
The degree of balance of jobs and the number of personnel, %	69,30	77,40
The level of employee satisfaction with the organization, %	88	100
Staffing level, %	94	98
The level of absorption of the design capacity, %	22,9	50,0
Staff turnover rate, %	29,24	20,0
Indicator of employee qualification, %	24	31
Assessment of the extent of growth factors of the quality component of the staff, %	32	25
Assessment of intensive growth factors of the quality component of the staff, %	68	75
Loss of working time, man-hours.	63644	58932
The cost of compensation for the lost 1 man-hour for the enterprise, hryvnias.	45,78	45,78
The possibility of saving the loss of working time during the implementation of the proposed measures, %	-	25
The economic effect of the implementation of organizational culture based on the principle of organizational citizenship, thousand UAH.	-	215,7
Costs for implementing organizational culture based on the principle of organizational citizenship, thousand UAH.	-	184,4
Efficiency coefficient	-	1,17

Source: calculated by the authors

A comparative assessment of the components of the effectiveness of strategic security management of personnel development of innovatively oriented enterprises and organizations in the conditions of migration risks and digitalization demonstrates significant opportunities (Fig. 1). Thus, the choice of a management strategy involves the formation of a personnel management policy, management tools and technologies for effective planning of the need for personnel, professional development, safety and motivational factors.

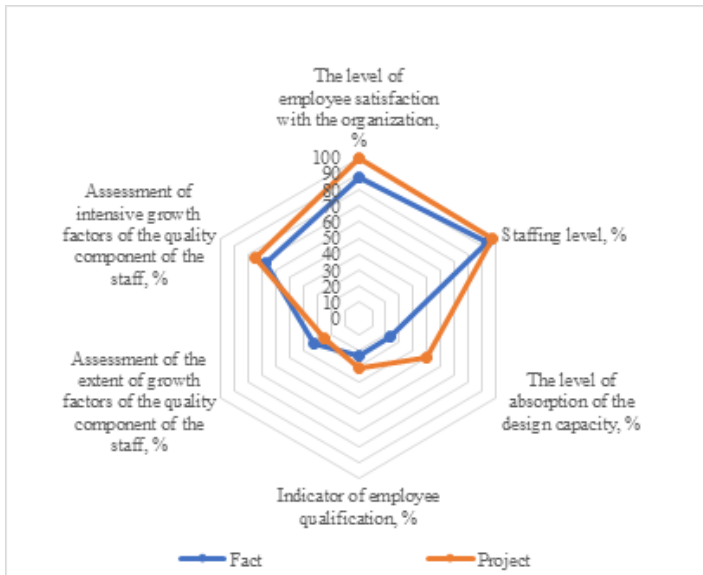


Fig. 1. Comparative assessment of the components of the effectiveness of strategic security management of personnel development of enterprises and organizations in conditions of migration risks and digitalization

Source: built by the authors

Optimization of the incentive system for the existing motivational profile of the enterprise or organization, in order to ensure the most constructive behavior of existing employees. According to estimated data, this system will lead to an economic effect of 215.7 thousand hryvnias from the implementation of measures to improve the personnel management system. for every 10 employees with labor productivity 800-1000 thousand UAH/person per year. The efficiency coefficient for the presented projects will be 1.17 (expenses of UAH 184.4 thousand for every 10 employees with labor productivity of UAH 800-1000 thousand/person per year). Therefore, the complexity of the system of industrial relations between people who

are part of the labor team requires both economic and organizational-administrative and social methods.

A rational combination of these methods is the key to an effective system of strategic security management of personnel development of innovatively oriented enterprises and organizations in conditions of migration risks and digitalization.

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