
Formation of Concept of Provision of Economic Security of Organization: Personnel Aspect

Viktoriya V. Grigoryeva¹, Ekaterina V. Gorkovenko¹, Irina V. Platonova¹,
Elena P. Borshevskaya¹, Elena I. Makrinova²

Abstract:

Under the modern business conditions, characterized by constant changes and increase of the quantity of risk factors, organizations – for the purpose of conduct of successful activities – have to pay special attention to issues of provision of economic security. The article proves importance of personnel aspect of economic security of organization is proved and determines main causes of personnel risks. Classification of factors, which influence personnel security of organization, is shown. For the purpose of minimization of personnel risks and prevention of threats, the authors offer regulation of personnel labor: special attention is paid to such component of personnel security as “selection of employees”, which, in authors’ opinion, is the most vulnerable aspect. As a result of thorough analysis of collected material, the authors offer a scheme of the process of management of personnel security with specific stages and sub-systems of management.

Key Words: *economic security of organization; informational monitoring; personnel security; personnel threats and risks; system of personnel security management; motivation and stimulation of personnel; personnel selection.*

¹ Voronezh State University of Engineering Technologies, Russian Federation

² Belgorod University of Cooperation, Economics and Law, Russian Federation

1. Introduction

As is known, under the conditions of increased risk and threats for companies' activities both from external and internal business environments, success can be achieved only by the organization that uses innovational approaches to conduct of business which cover all aspects of its activities. A peculiarity of economic activities of recent years is growing attention of industrial organizations' managers to the problem of personnel aspect of economic security.

2. Materials and Methods

During this research, the authors came to conclusion that economic security of organization has a complicated internal structure, in which three most important elements are distinguished (Rubina R.Y., Rubin A.G., 2009):

- 1) economic independence;
- 2) economic sustainability;
- 3) capability for development, self-development, and progress.

Development is the most important component of not only economic security, but one of the important conditions for increase of profitability and competitiveness of organization (Grigoryeva V.V., Polozova A.N., 2013). It is necessary to control the process of development in order to maximize the effect from transformations realized in organization.

Development of organization cannot be performed without development of personnel, but these changes should be systemic and aimed at organization in whole (Bryantseva L.V., Makushnikova E.S., 2014).

Main components of the system organization's economic security are the following (Gorkovenko E.V., Platonova I.V., 2014):

- 1) protection of business environment;
- 2) protection of informational resources;
- 3) protection of material resources;
- 4) protection of financial independence;
- 5) protection of employees (personnel security).

The last component of economic security is the most interesting for our research – personnel security, which is personnel's protection from external and internal threats for the purpose of provision of conditions for effective personnel management and, as a consequence, high level of organization's competitiveness.

3. Discussion and Results

The purpose of provision of organization's personnel security is prevention of negative influence of factors of external and internal business environment on economic security of organization by means of timely elimination (or minimization) of risks

and threats, related to personnel, its intellectual potential and labor relations on the whole.

Effectiveness of organization's work and its economic security largely depend on how personnel risks are taken into account in personnel management (risks related to actions of employees). As personnel participate in all spheres of economic relations in organization, it is possible to state that personnel risks are complex ones, the most important of which are risks of violation of information confidentiality. Main causes of risks are shown in Figure 2.

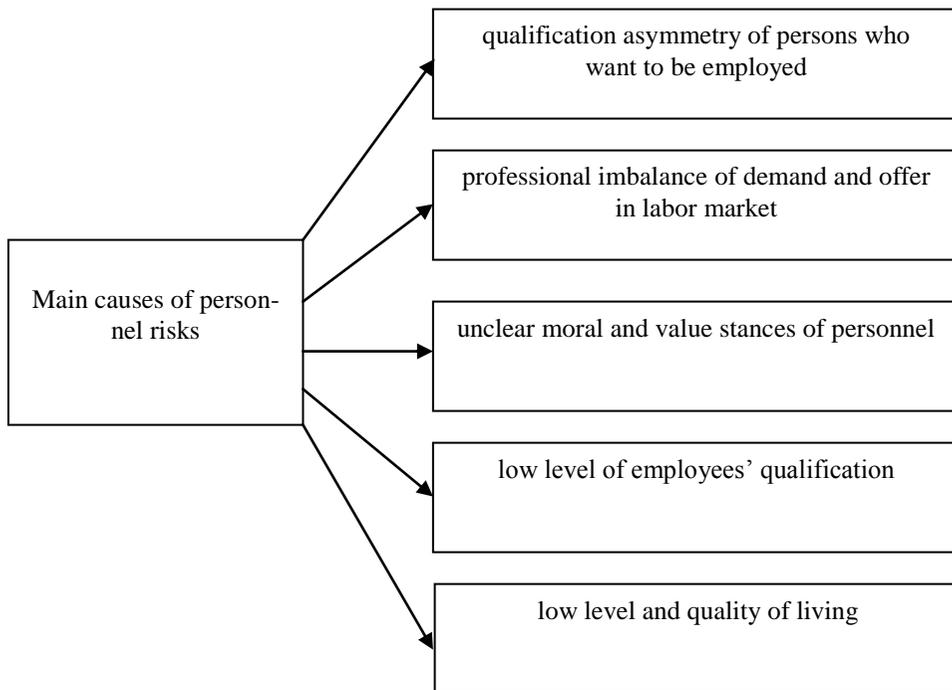


Figure 1. Main causes of personnel risks emergence

Risks lead to emergence of various threats. We emphasize the difference between external and internal threats to personnel security.

Internal threats of personnel security include: rival's enticing highly qualified employees; availability of better working conditions and motivation; external pressure on employees; various types of employees' addictions (physical addictions: alcohol, drug; psychological addiction: internet, game, etc.).

External threats to personnel security include: weak personnel management in organization; low level of employees' qualification; highly qualified employees' quitting; formal check of candidates during hiring; absence (or underdevelopment) of the

system of studying in organization; ineffective program of motivation and stimulation (absence of connection of work results to level of employees' wages); absence of corporate culture (Egorova L.S., Frolova P.S., Frolova O.N., 2013).

Having studied opinions of various authors on significance of some or other components of personnel security for provision of economic security of organization on the whole, we distinguish the following aspects of personnel security as the most important ones (Bgashev M.V., 2009):

- selection of employees;
- development of employees;
- programs for employees' loyalty increase;
- teaching personnel reserve;
- development of motivational and stimulating programs;
- analysis of changes in labor market of the region;
- tracking activity of employees at informational portals and sites which specialize on recruiting;
- evaluation of the level of organization's personnel satisfaction with the employer.

The most important issue is wise selection of highly qualified employees (Lutovinov P.P., Ostashevskiy S.M., 2010). Importance of this direction is caused by the fact that personnel can both stipulate successful development of business and hinder its successful realization.

Another important issue of provision of economic security of organization during realization of personnel policy is the issue of motivation and stimulation of personnel.

Based on the study of theoretical foundations of the motivation processes, we differentiated the notions of labor motivation:

- internal motivation for labor, related to goals and values, satisfaction of needs of organization's specific employee,
- external motivation, which connects internal labor motivation of personnel with organization's goals.

Internal motivation is based on motives, which we understand as internal direct stimulation of employee for activities, connected to satisfaction of needs and according to initial sense of this notion (French *motif* – stimulation).

External motivation handles stimuli which determine motivational field, direction, and strength of motivational influence, which we understand as external motivational cause, set from outside – something external as to person, something which is set from outside. The goal of stimulation is provision of set motivation of employee for labor.

In our opinion, close attention of managers to the above aspects of personnel security will allow organization to minimize risks from the remaining components in the process of provision of its economic security.

In view of difficult situation in the Russian economy and for the purpose of provision of effectiveness and profitability, organizations more and more often hire specialists in the sphere of economic security, who are responsible for development of the program of organization's security. As a rule, standard program of organization's security includes aspects shown in Table 2 (Kopeykin G.K., 2008). Within this research, we have studied the issues of provision of personnel security, reflected in the last part of the security program.

Table 1. Program of economic security of organization

Program item	Content of item
1. Protection of business environment	Monitoring of business activities, monitoring of internal environment, organization's image, PR-events
2. Protection of informational resources	Protection of commercial secrets, protection of intellectual property
3. Protection of material resources	Admittance authorization regime, fire security, safety regulations
4. Protection of financial independence	Revisions, audit checks, insurance, legal protection
5. Protection of employees	Verification, competence assessment, personnel audit, legal and social protection

Our efforts led to determination and classification of factors which stipulate the emergence of threats to personnel security of organization and pose danger for realization of its interests (Figure 4).

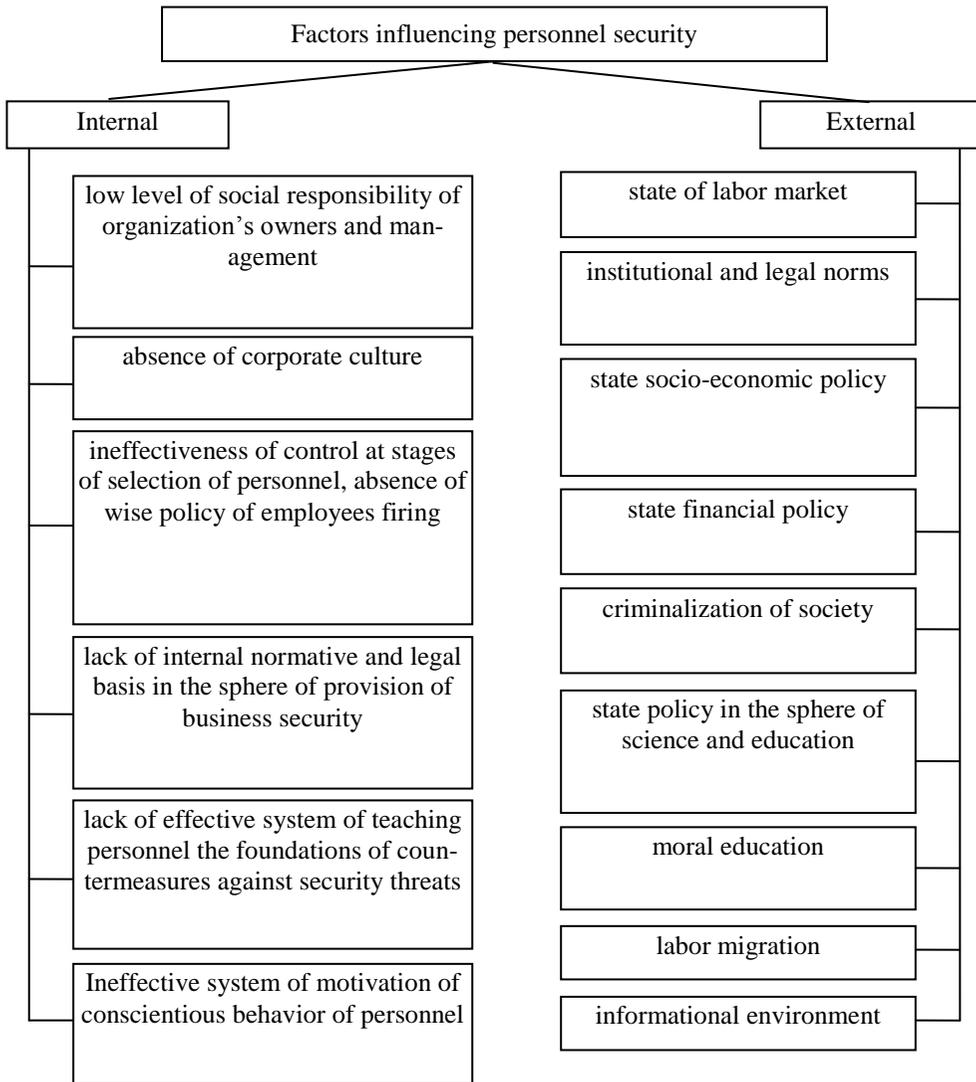


Figure 4. Factors influencing personnel security of organization

For the purpose of minimization of influence of the above factors and reduction or prevention of personnel risks, it is advisable to make additions to the program of organization's economic security which consist in conduct of specific measures, grouped as to chapters and supported by necessary calculations of resource provision and the system of personal responsibility for their completion. Special attention should be paid to methods and technique of personnel protection, as security problem I especially actual for personnel management, i.e., during competence assessment, official upgrade, stimulation, and firing of employees.

4. Conclusion

The process of personnel security management is a succession of certain actions, realization of which allows forming certain managerial influence.

In our opinion, the process of personnel security management should be built on the basis of systemic approach which takes into account all aspects of security provision. Fig. 4 shows the scheme of the process of organization's personnel security management.

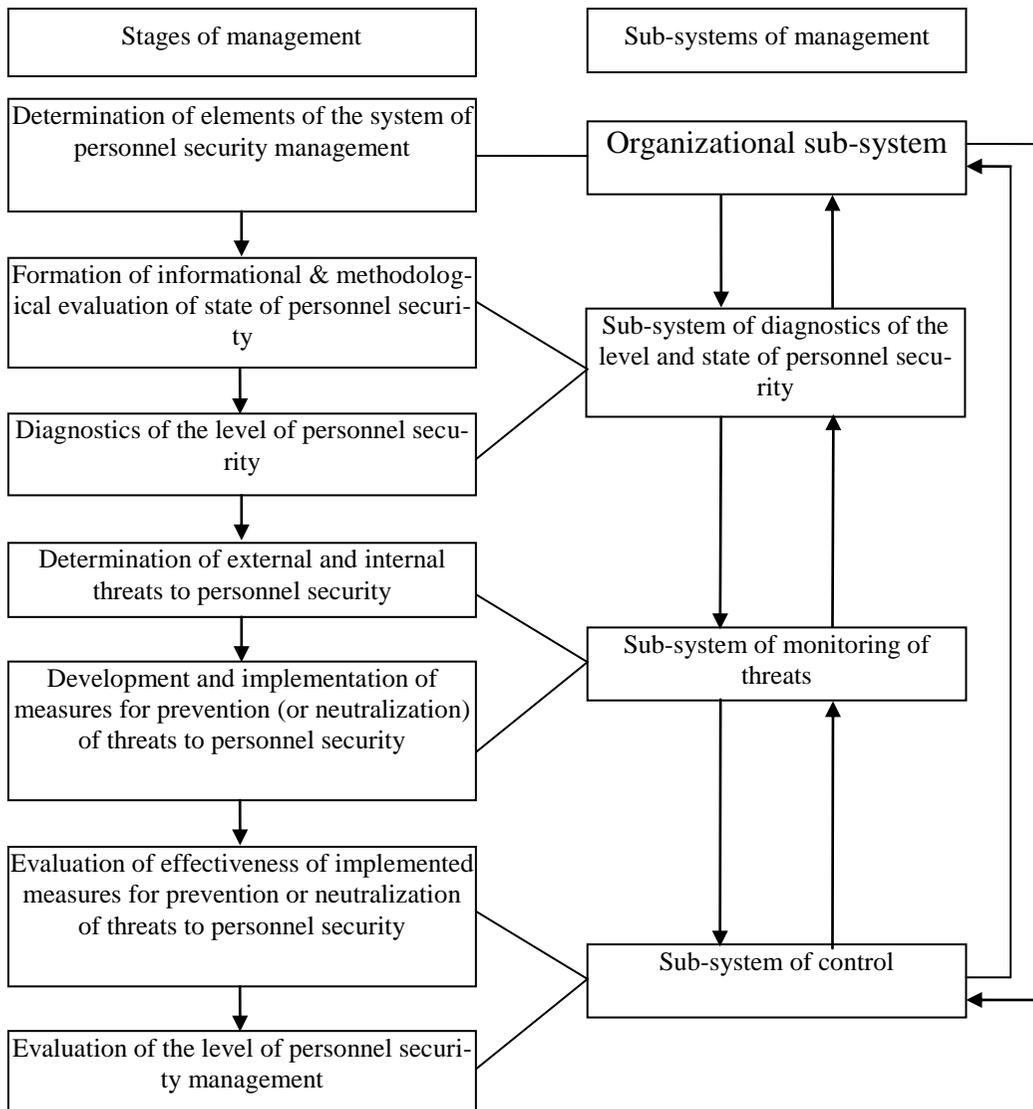


Figure 4. Scheme of the process of organization's personnel security management

Evaluation of main indicators of personnel provision within the system of monitoring of economic security during certain period in organization allows conducting observation and analysis of changes of its economic state and developing strategic influences for the purpose of neutralization of emerging threats.

Evaluation and competence assessment could become a systemic factor of work with personnel, as in this case main directions of personnel management are combined into a complex unity. This complex includes monitoring of personnel including all important aspects of its qualitative and quantitative evaluation.

Increase of labor activity of employees requires coordinated work of organization's HR department and security department. This requires:

- determining optimal combination of motivational & stimulation influences (subsidies, privileges, bonuses), which satisfy employees' need for safety, and fixing them in labor agreements;
- providing integrity of organization's requirements to employee as to provision of economic security and the package of provided subsidies and privileges. It is possible to seal the stated agreement with the help of non-disclosure agreement;
- permanently evaluating the level of satisfaction of employee's need for safety and determining his interests.

Creation of the system of personnel security management on the basis of informational monitoring will allow reacting to challenges of surrounding environment and providing effectiveness of not only personnel management but managerial processes on the whole.

Acknowledgements

The authors would like to thank two anonymous referees and the Editor for their constructive comments and suggestions that improved our paper.

References

- Bgashev M.V. Strategy of provision of economic security of enterprise: personnel aspect // Bulletin of Saratov University. Series: Economics. Management. Law, Issue 2, Vol. 9, 2009, P. 46-51.
- Bryantseva L.V., Makushnikova E.S. Managing organization's development as a system // Economics and entrepreneurship, No. 1-2, 2014, P. 847-850.
- Gorkovenko E.V., Platonova I.V. Personnel policy as an important component of organization's economic security system // Economics. Innovations. Quality management, No. 1 (6), 2014, P. 4-8.
- Grigoryeva V.V., Polozova A.N. Economic nature of competitively sustainable expenses of production // Economics and entrepreneurship, 2013, No. 7 V. 8, P. 431-435.

- Egorova L.S., Frolova P.S., Frolova O.N. Risks and threats in organization's personnel security system // Bulletin of N.A. Nekrasov's KSU, No. 6, 2013, P. 144-148.
- Kolomytseva O.Y., Kolesnikova E.Y. Dynamic models of managerial diagnostics of enterprise economic growth // System of management and informational technologies, No. 2.1 (28), 2007, P.150-154.
- Kopeykin G.K., Potemkin V.K. Economic security in the system of personnel management: work book. SPb.: SPbSUEF Publ. 2008. 116 p.
- Lutovinov P.P., Ostashevskiy S.M. Economic security of labor at industrial enterprise // Production organizer. Vol. 46, No. 3, 2010, P. 43-43.
- Rubina R.Y., Rubin A.G. Economic security of enterprise: concepts, internal structure, tendencies in sphere of provision // Production organizer. Vol. 41, No. 2, 2009, P. 75-78.