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## STAFF AS A FACTOR OF SAFETY ENTERPRISES ANTI-CRISIS

**Statement of the problem.** Market transformation in Ukraine caused an objective need for further development of theoretical and methodological and applied principles for the creation and functioning of effective personnel management systems allowing for the development of industrial production, the state and dynamics of the labour market, which determines the relevance of the topic and the feasibility studies for the effective formation of teams enterprises.

At the present stage of development of almost all sectors of the economy of Ukraine general state of competition in them can be described as extremely poor quality. The main reason for this competition is the struggle for wealth and resources, as well as the market for the activities of these components are also the main objects, along with the staff of the enterprise, which comprise economic security.

In such circumstances, staff of the company - is one important factor that can change the impact of the internal environment for economic security, this is the factor that the disadvantages of the production company could become a possibility, the realization of which will lead to increased competitiveness.

Firstly, the staff of the firm is one of the most important sources of commercial competitor's information on the company.

Secondly, it is the staff of the company - it's that special lever that can help save other resources the company and even improve its condition.

**Analysis of recent research and publications.** Among the works that have made a significant contribution to the development of scientific bases of effective personnel policies, effective HR noteworthy study of domestic and foreign scholars: M. Albert, S. Bandura, H. Becker, P. Berger, D. Goddess, E. Boyko, A. Volgin, N. Hanznera, V. Heytsya, G. Desslera, P. Druckler, I. Zaslavsky, S. Zlupko, A. Kuzmin, J. Lampert, I. Lukinova, M. Meskon, A. Rofe, G. Slezinhera, F. Hedouri, M. Chumachenka and others.

**The aim of the article** is to examine the category of "personnel" as a factor in crisis management, analysis of the problem of forming teams to overcome the crisis, the definition of the algorithm implementing the principles entrepreneurs of the company.

**The main material of the study.** The first (traditional) management concept based on individual forms of work organization. According to this concept, team members participate in decision-making is almost absent. In addition, it created the conditions for organizational teamwork.

The second concept - taking into account the benefits of social interaction, which involves a combination of individual and collective forms of work organization. However, this concept does not include exhaust methods teamwork. The concept of limited organizational conditions for teamwork.

The third concept - a concept of communication management that focuses on the full development of

collective forms of work organization. It creates the necessary conditions for collective decision-making and joint implementation of important tasks. Director have the skills to create and organize effective team work.

Now this concept is particularly important for research because of the prevalence of psychosocial methods in the management of the administrative and economic [8].

In front of each competition now very acute problem of economic security in order to maintain the integrity of the enterprise, namely its own resources and assets, personnel and existing markets.

The main objects of interest in a competing situation may be:

- The structure of the company;
- Production capacity;
- Strategy development;
- Information about the leaders and specialists;
- Current financial condition;
- A commercial philosophy, reputation in the business;
- Information about the business partners [1].

In a major unfair competition by illegal methods to obtain information related to security personnel are:

- Bribery of employees;
- Poaching staff;
- Send in agents;
- Theft of documents;
- Obtaining the necessary information from their partners;
- Receive information using advanced equipment;
- Blackmail;
- Monitoring of correspondence;
- False negotiations and proposals etc. [9].

Therefore, any firm in order to be confident in ensuring their economic security is to create appropriate conditions for certain specialist firms have information of a similar nature or having the authority to make decisions affecting the company.

It is inappropriate to focus only on natural ways to protect company personnel, their relatives or family members, because such issues directly engaged in the security service company. A more appropriate way is seen forming incentives for workers to maintain trade secrets (CT) of [8].

In addition to factors such as careful selection of staff and his acquaintance with the basic provisions preserve trade secrets and degrees of criminal liability for disclosure of trade secrets, necessary interest of workers not only in financial reward, but also the possibility of self-realization in the performance of certain tasks.

This approach to conservation CT should help motivate and meet the needs of the higher levels, resulting in employees and the internal culture of the company.

Corporate Culture creates responsibility, and therefore people's ability to create competitive advantage. Therefore, the HR manager of the company must solve three strategic objectives.



First, firms create competitive advantage through increased liability of its employees, using the controls corporate culture as high corporate culture to attract and retain talent, and the results of their work creating a high goodwill, attracting new customers and qualified employees. Restoration and constant adaptation to dynamic corporate culture of environmental conditions aimed at improving the quality of working conditions, providing feedback to employees and consumer [12]. The main tools of corporate culture in this case is to conduct and participate in seminars, forums, focus groups, round tables, advertising campaigns. Involving employees in the marketing activities of corporation promotes initiative and at their level of professional self-esteem [2].

Second, the employees ability to communicate with end users will be able to make a new look in the process of deciding on a specific problem that companies face, and will enable the company to adjust strategy based on determining the characteristics of consumer needs. In addition, increasing the possibility of rational control process.

Thirdly, to ensure competitive advantage of the firm by increasing its human potential, always ensuring the growth of the professional competence of employees. Regardless of the degree of attractiveness of corporate culture, the gap between the demands of the global market and the potential of the organization can be eliminated mainly through the development of professional skills of all staff of the corporation.

Thus, the development of human abilities, centring on the individual level of professional competence of employees is the main goal of not only personnel services, but line managers. In this case, some companies include raising the issue of competency as integral parts of any strategy that is developed, others - consider this problem as an opportunity to implement a special initiative strategy that organically supplemented by other competitive strategies of corporations[3].

In any case, success depends on how well based diagnosis conducted by personnel specialists and line managers will be drawn up individual development plans that are designed to eliminate the gap formed between the growing professional requirements that are not always easily defined in a specific person, it is difficult urged to use and therefore cause difficulties in any of standardization, and the existing level of competence of each employee. Making these plans based on competency models that are developed for each officer position [4].

The development of such models can be used in these approaches, each of which has its strengths and weaknesses:

- Analysis of the most outstanding employees ("stars"), which can reveal the secrets of their trade, although obtained in this model is too tied to the specifics of the activity and suffer unnecessarily complex architecture;

- Comparative analysis of many samples of workers easier and summarize the experience of building a fairly simple model, however, is very time-consuming affair;

- A survey of experts brings quick and statistically reliable results, but their scope is usually limited;

- A combination of models borrowed from other areas, allows to accumulate the most advanced experience, but it is not always applicable in the framework of the organization [11].

Therefore, when constructing models of competence necessary to combine the existing approaches to obtain acceptable means personnel management.

You can create basic principles involving employees in decision-making basis for their formation is the principle of "planning - part" means:

- Direct participation of all members in the planning process leads to the fact that plans are personal plans of workers and their achievement brings personal satisfaction workers, due to the formation of the internal culture of the firm and the organization's mission, increase team spirit of the organization;

- Workers organizations participating in the planning process of developing as a person, they are new skills, new knowledge, expand personal opportunities, and therefore the organization receives additional resources to address future challenges;

- Realization of this principle brings together two contradictory functions of management: operative management and planning, through implementation of direct contact between the heads of the firm, planners and workers, such as for example quality circles.

That the company is possible by identifying additional resources to strengthen their competitive capabilities in the market.

Competency models that describe the intellectual and business as an employee, his interpersonal communication skills, can guide the development of staff in two dimensions:

- 1) adaptation to the prevailing culture of the organization, i.e. the willingness of all employees of the corporation to demonstrate effective behaviour that is expected of them, which ensured the unity of views on professional ethics, consumer goods and services, the mechanisms of decision-making responsibility for the quality of products and services;

- 2) mastery of knowledge, skills necessary for success in a specialized professional field.

The unity of these two measurements is achieved by actively interpreting organizational culture, understood as a social mechanism playing experience vital to the successful operation and development of the organization [7].

Furthermore, the effectiveness of these models depends on the stage of team development that exists in the company, the new company has many differences from mature. With the development of the team gradually formed relationships that contribute to the smooth operation of the mechanism. Here arises the difficulty in managing a team, because in this case the main role is played by group dynamics, consisting in a team. There are four main stages of team formation: direct formation, valuation, performance and reversal. One of the special stage is the stage of formation, which singled out the stage of embarrassment.

Cohesion team - is the degree to which the team attracts participants, their level of motivation to remain in the group. The level of team cohesion is largely determined by the characteristics of its structure and environment. First of all implied command interaction. The more contact there is between the participants and the more time they spend together, the more cohesive a team. Active communication allows people to recognize each other well, increasing commitment to the team [15].

Another important factor is the concept of common goals. If all team members agree with the goals, they become more united. The third factor - the attractiveness of the team for each of its members - if a team together people with similar values and attitudes, they want to work together [10].

The external environment also has a special significance in the case definition of team cohesion, since cohesion affects the level of competitiveness of enterprises. When between team members is moderate competition, relations between them increase, because each wants to succeed in the competition.

To improve the efficiency of the team should determine form and nominate a team norms that stan-

dards of conduct are respected and acknowledge all team members, which in turn determines their future actions. Standards define the core values and indicate that you would expect from a role and contribute to the survival game. Development of standards begins with the first phase of the command. Formation of team norms should implement the following areas:

- Critical events;
- Precedence;
- Copy of conduct;
- A clear statement [5].

Based on the study can be defined algorithm (with 10 steps) to implement the entrepreneurship principles of the company:

1. Determine what type of organizational structure belongs to your company (its subsidiaries). What is the role of top management (the center) in the strategy and tactics of businesses?

2. You need to make a very important choice between existence (survival) and dynamic development - the creation of a flexible structure. Applying the principles adhocacy depends on the maturity of management and staff.

3. If you choose the latter, then identify your credentials and capabilities in carrying out reforms and changes. Will determine their rate and degree of radicalism.

4. Take a look at the units as a team:

- Do they have clear and potential leaders?
- Is it sufficiently reveals the creative potential of their employees?

- Are they ready to accept a new philosophy of management?

5. Accordingly Rebuild personnel management. Open a corporate structure for creative people whose motives go beyond satisfying primary needs, give them the opportunity to coordinate their work?

6. Do not focus on recruitment. The structure should be free of internal barriers. Everyone should get a chance to find their place. Do not forget the following principles of management as rotation, intelligent decentralization and delegation of authority, staff participation in management. This leave people the right to make mistakes.

7. Gradually blur the line between formal and informal corporate culture, bringing it to a strategic process.

8. Give commands available financial and logistical resources to conduct its own personnel policies.

9. Vesting of powers to search for new market opportunities and dispose of part of profits from the sale of venture capital projects initiated by them. In short, give strategic initiative teams.

10. Exercising control, remember that the result - not only economic indicators, but also the level of team interaction which reached your subordinates in the process of joint activity [14].

#### Conclusions.

1. Currently topical for Ukraine is the formation of such a mechanism, the use of human potential that would optimally combines the creation, implementation and dissemination of knowledge, accumulating all stages of formation and use of intellectual resources.

2. From performance management depends inten-

sity of a new value added at each workplace, and the cost of such a structure. This means that the change management approach and the human and physical capital, which reflects the interaction between features of a public good and the place of individual producers in the chain of creation of public value and added value.

3. Sharpened competition in the domestic and foreign markets and, consequently, the need to improve the competitiveness of products and services - it is an objective process and win here will companies that pay special attention to investment in human resources.

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