

**Artem Blyzkyi,***Recipient of the third (educational-scientific) level of higher education,*  
ORCID 0009-0001-8369-4479  
e-mail: s8854382@kntu.net.ua;**Igor Belemets,***Recipient of the third (educational-scientific) level of higher education,*  
ORCID 0009-0009-0965-694X  
e-mail: belemets.igor@gmail.com  
Kherson National Technical University, Khmelnytskyi

## ECONOMIC SECURITY OF THE ENTERPRISE THROUGH THE LENS OF HUMAN CAPITAL DEVELOPMENT

**Introduction.** The development of globalization, digitalization, and other changes in the economy that humanity has experienced over time, taking into account the impact of constantly emerging crises, have significantly changed and transformed the modern view of enterprise management methods. Enterprises need to quickly adapt to the current and future challenges of dynamic market conditions that force them to compete, pointing to the need to introduce innovations in the economic security of enterprises. At the same time, human capital-competent, adaptive, and creatively oriented personnel who are able not only to respond quickly to crisis situations but also to build the potential for long-term enterprise sustainability-is becoming increasingly important in strengthening economic security. Despite a significant amount of research in the field of economic security, the human resources aspect of this phenomenon remains insufficiently integrated into the overall assessment system. The dominance of financial and production criteria in diagnostic methods often devalues the role of personnel as a strategic resource and, consequently, reduces the effectiveness of management decisions in the context of ensuring sustainable development. In addition, in times of crisis, when enterprises are forced to operate under the pressure of external threats (shelling, relocation, loss of infrastructure, power shortages), it is the personnel who become both the object that needs protection and the subject that ensures the security of the organization. Therefore, there is a need to review approaches to the economic security of the enterprise through the prism of the human resource factor – as an integrator of stability, adaptability, and innovative potential.

### **Analysis of recent research and publications.**

The information basis of the study consisted of scientific publications by Ukrainian and foreign researchers, analytical reports devoted to anti-crisis management issues, as well as empirical materials on economic security of enterprises prepared by specialized expert institutions. Empirical methods and systematic approaches were used in the study to determine the role of economic security in the structure of crisis management. This

made it possible to identify the interrelationships between financial stability, organizational flexibility, and the ability of enterprises to respond quickly to crises in their operations.

Content analysis was used to identify the most relevant concepts describing the current transformation of crisis management mechanisms in modern conditions, as well as to study the interpretation of economic security as an integrative category. To clarify the structure of factors that shape the level of economic security of enterprises, methods of generalization, systematization, and graphical representation were used, which made it possible to visualize the links between the strategic, financial, and organizational components of an enterprise's economic security.

The issue of economic security of enterprises was summarized and systematized in an article by V. Garkusha and N. Ershova [1]. According to the authors, the economic security of an enterprise is a conscious state that depends on the current threats to the enterprise. The actual dangers should be identified by a person who «exercises managerial influence and is a bearer of knowledge about security». The most common definition of economic security of enterprises is protection against all existing types of threats. According to V. Shlykov [2], the economic security of an enterprise should be understood as «the state of protection of the vital interests of an enterprise from real and potential sources of danger or economic threats». M.A. Bendikov [3] characterizes economic security as «the protection of the scientific scientific, technical, technological, production, and human resources of an enterprise from direct (active) or indirect (passive) economic threats (for example, those related to ineffective scientific and industrial policies of the state or the formation of an unfavorable external environment, and the ability to reproduce it)». As O. Baranovsky [4] notes, «the economic security of an enterprise is a dynamic state that ensures its ability to function effectively, develop, respond to threats in a timely manner, and minimize negative consequences».



**The purpose of the article** is to identify, trace, and summarize aspects of the formation of components of economic security of enterprises, justify the role and importance of personnel for the economic security of an enterprise as the basis for making effective management decisions in crisis situations.

**Presentation of the main research material.**

Economic security of enterprises as an element of crisis management is understood as a multifaceted category that reflects the need to protect economic activity from internal and external threats, as well as the ability of an organization to maintain stable functioning and carry out strategic development in conditions of uncertainty. Economic security is closely linked to human activity, which reflects the level of protection of the entity and its ability to adapt and withstand changing environmental conditions. In this context, identifying the key structural components of economic security is important for building an effective risk management system and ensuring economic stability during periods of crisis. The structure of economic security, taking into account current challenges and the increasing interdisciplinary impact on management systems, has been expanded to include financial, production, human resources, innovation, reputation, behavioral, information, and marketing components.

Financial security remains a fundamental element of overall economic security, ensuring the stability of financial flows, solvency, investment attractiveness, and effective capital management. This component also implies financial transparency, protection against speculative or opportunistic actions of partners, the ability to quickly adjust the budget, and the ability to implement countercyclical planning in response to external shocks.

The production component reflects the reliability and flexibility of an enterprise's production and technological systems-its ability to operate in conditions of disrupted logistics, rising resource costs, or shortages of critical raw materials. The emphasis has shifted from traditional efficiency to adaptability, reengineering of production processes, technological localization, and the ability to reorient production to alternative products when necessary.

In the human resources component, attention is paid not only to the qualifications and intellectual potential of employees, but also to staff loyalty, internal communication, ethical standards of behavior, and resistance to destructive internal influences. Psychological safety, corporate culture, and mechanisms for preventing internal sabotage or information leaks are of particular importance.

In the context of large-scale digital transformation, information security goes far beyond protecting IT infrastructure. It encompasses countering cyberattacks, protecting important information, and managing knowledge as a strategic asset of the organization. The ability of a company to resist information manipulation and

distortion caused by the media is becoming particularly relevant, as such influences can pose significant risks to the stability of the business model.

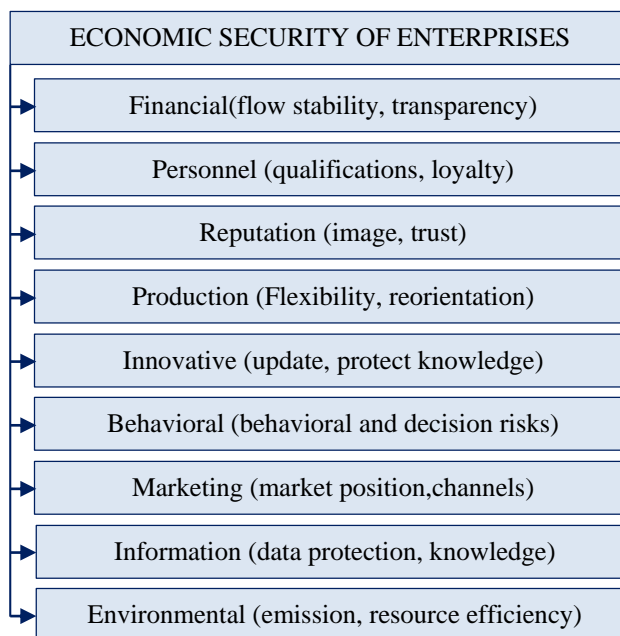
Innovation security demonstrates the level of scientific and technical development of an enterprise, its ability to continuously update, commercialize innovations, protect intellectual property, and integrate new technologies into business processes. From a strategic point of view, this dimension reflects the ability of an enterprise to achieve technological self-sufficiency and strengthen its competitive position in the long term.

Traditional indicators of marketing security are market stability, product competitiveness, and sales channel efficiency. However, modern approaches emphasize additional aspects, such as consumer loyalty management, flexibility of promotion strategies, and adaptability to changing consumer preferences.

Reputational security is the protection of a company from negative public or media influence, which directly affects brand value, sales, and stakeholder confidence.

Environmental security refers to a company's adherence to the principles of environmental responsibility and minimization of environmental risks, which is now a prerequisite for entering international markets and obtaining external financing.

Behavioral security involves assessing the risks associated with irrational or emotionally driven behavior by management and employees, especially in conditions of increased turbulence.



**Fig. 1. Structure of economic security of enterprises**

The formation of economic security of an enterprise largely depends on how effectively the organization manages its internal environment and responds to

the dynamics of external factors. In modern conditions, economic security goes far beyond risk reduction; it increasingly reflects the ability of a firm to maintain stability and sustain development in a turbulent environment. As noted by V. A. Martinenko [5], economic security requires coordination between internal mechanisms and adaptability to changes in the external environment, emphasizing the interdependence of the layers of the environment.

The internal environment determines the real capacity of an enterprise for sustainability, recovery, and achievement of strategic goals. It includes management and organizational structures, the degree of technological maturity, and the quality of interaction between departments. In this regard, the mere availability of resources is not enough; equally important is the organization's ability to create internal regulatory mechanisms that minimize the likelihood of internal destabilizing factors.

A central component of the internal environment is the effectiveness of management processes. Well-established planning, control, and communication systems increase the predictability of organizational behavior and reduce the likelihood of internal conflicts or management errors. Supporting this thesis, T. Kowalski and M. Nowak [11] note that «the quality of internal management procedures determines a firm's ability to function stably in a multifactorial environment.»

In addition, the internal environment encompasses the level of digitization and information coordination, which directly affect economic security. Digital platforms increase the speed of data processing and facilitate faster decision-making, but they also create new vulnerabilities related to cyberattacks, data leaks, and privacy breaches. According to R. Sharma and P. Gupta [12], «information security has become a key component of internal resilience, shaping an organization's ability to respond quickly to threats».

Equally important is the psychological and social climate within the enterprise. Mutual trust between employees and management, transparent communication norms, and the absence of internal tension strengthen organizational cohesion and reduce the risk of destructive behavior. In this sense, the internal environment acts as a buffer that absorbs or mitigates the impact of external shocks.

The external environment of an enterprise includes economic, political, technological, and social parameters that determine the general conditions of its activities. Unlike internal processes, these external factors cannot be controlled, which makes the need for adaptive strategic management particularly acute. Economic security directly depends on fluctuations in the external environment: inflation, changes in tax legislation, currency instability, unpredictable demand, or increased competition can upset the balance of the enterprise. Technological changes, especially the acceleration of

digital transformation, create additional risks associated with technological obsolescence and the constant need to update employee competencies.

The information landscape in which an organization operates deserves special attention. The growing role of social media and online communication increases vulnerability to misinformation, reputation manipulation, and rapid public pressure. In today's digital society, reputational risks can arise faster than a company can respond.

The institutional environment-laws, regulatory frameworks, and administrative procedures-creates the formal boundaries within which a company must operate. Regulatory instability, frequent legislative changes, or high transaction costs complicate long-term planning and reduce a company's ability to maintain financial equilibrium. In this context, Y. Al-Matari [13] emphasizes that «the external environment generates most strategic risks, and their impact is exacerbated when an organization lacks the ability to adapt».

Economic security cannot be achieved solely within the internal or external sphere. It arises as a synergistic result of the interaction of both environments, where internal mechanisms ensure readiness to respond, while external conditions determine the scale and intensity of challenges. An enterprise capable of proactively analyzing external trends and strengthening its internal structures can significantly reduce its strategic vulnerability even in highly turbulent conditions. According to L. Zhou, Y. Wang, and Q. Tan [14], «organizational resilience arises at the intersection of internal resources and the ability to adapt to external changes», which reinforces the need for a system-oriented approach.

Recognizing the critical importance of the components of economic security of enterprises allows us to formulate an updated approach to understanding the economic security of an enterprise. In modern conditions, one of the decisive factors affecting economic security is the human resource potential of an enterprise and its qualitative characteristics-professional competencies, accumulated experience, and the ability to effectively apply them in practical activities. Enterprises that are focused on strategic transformation and sustainable development should prioritize the improvement of personnel motivation systems. Strengthening economic security, as well as enhancing the resource and financial stability of both the organization and its employees, largely depends on taking into account the human factor – in particular, through incentives that stimulate productivity growth. This approach makes the economic security of enterprises very multidimensional, as staff simultaneously function as a strategic resource that needs to be protected and as active agents who are directly involved in shaping the organization's security system. This unique combination of roles – as both object and subject – explains the complexity and, at the same time, the central importance of personnel security

in the broader structure of an enterprise's economic sustainability.

Based on this, personnel security is the state of protection of an enterprise from threats related to human capital. From the point of view of human capital as an object of protection and a strategic asset, this implies preserving its qualitative composition, professional potential, loyalty, and high level of motivation. As a subject of security, a bearer of competencies, knowledge, and management expertise, it is necessary to prevent employees from becoming a source of internal risks.

Ensuring effective personnel security requires the implementation of a targeted policy in several interrelated areas. First, it is necessary to identify both external and internal threats that could negatively affect the quality of the personnel, its stability, motivational climate, or professional adequacy. Another key task is to create a favorable environment for professional development, preservation and accumulation of intellectual capital, and improvement of the knowledge, skills, and competencies of employees, which is the basis for the long-term functional self-sufficiency of the enterprise.

Particular attention should be paid to preventive measures aimed at ensuring that the staff itself does not become a source of internal threats. This requires the development of an internal system for monitoring risks, strengthening ethical behavior, psychological resilience, and supporting open communication within the workforce.

All these areas should be implemented not only at the operational management level, but also through strategic approaches to human capital development. This approach involves the use of motivation systems, mechanisms to increase employee involvement in decision-making, fostering internal organizational identity, and focusing on common goals. Thus, motivational tools serve not only as instruments for increasing productivity, but also as mechanisms for creating a stable protective environment capable of neutralizing the challenges caused by the crisis. Therefore, personnel should be viewed not simply as an element of the production system, but as a system-forming factor of economic security. Employees must be protected as the most valuable asset capable of ensuring long-term competitiveness, while at the same time being viewed as active agents on whom the implementation of security policy directly depends.

One of the fundamental components of enterprise security today is adaptation to wartime conditions, which requires the creation of safe working conditions. This includes organizing workplaces in protected areas—shelters, bunkers, or specially adapted underground facilities equipped with ventilation, lighting, communications, and Internet access. Under such conditions, employees can continue to perform their functional tasks, which not only helps to maintain productivity but also reduces psychological stress on staff.

An additional effective mechanism for reducing risks is to expand the practice of remote employment, providing employees with all the necessary technical equipment, access to corporate systems, and clearly regulated communication channels. In regions with increased levels of danger, it is advisable to introduce flexible working hours or temporarily relocate employees to safer areas, organizing the transfer of key work processes.

Establishing an internal psychological support and crisis response system plays a particularly important role. This may include consultations with professional psychologists, setting up hotlines, regular communication to inform employees about emergency response procedures, and systematic safety training. Such attention from the employer contributes to increased employee loyalty and the formation of a responsible and cohesive corporate environment.

In general, the system for ensuring employee safety in wartime should combine physical, informational, organizational, and psychological protection based on the principles of adaptive management, flexibility, stress resistance, and corporate social responsibility. Under such conditions, personnel safety becomes not only an ethical obligation but also an economic category that determines the ability of an enterprise to function stably and retain its human potential. In the context of ensuring economic security in conditions of strategic transformation, it is important to recognize that personnel can be not only a driver of change but also a source of potential threats, particularly in the form of resistance to organizational transformations. This resistance is particularly pronounced in cases of significant change, such as business process reengineering or organizational architecture restructuring, which require employees to rethink established professional roles and acquire new competencies.

Conversely, when restructuring measures do not fundamentally change the essential professional content of employees' work, adaptation occurs more smoothly, resulting in a significantly lower level of resistance. This reaction is due to a reduced need for changes in qualification characteristics and a lower degree of cognitive and psychological stress for the workforce.

In this regard, each component of the enterprise's economic security system should include targeted mechanisms aimed at minimizing organizational resistance. The implementation of motivational strategies plays a crucial role here, helping to change employees' attitudes toward change—shifting their position from perceiving change as a threat to viewing it as an opportunity and a shared resource for transformation. By involving employees in decision-making processes, clearly communicating strategic goals, and implementing well-designed incentive systems, potential threats can be turned into drivers of development, thereby increasing the overall security potential of the enterprise.

Innovative approaches to human resource management are the basis for an enterprise's ability to adapt to internal and external transformations. Such approaches contribute to the creation of an organizational environment that not only allows employees to withstand crisis impacts, but also opens up opportunities for their professional self-realization and personal development. In the emerging post-industrial economy, human capital—especially highly skilled, creatively oriented, and intellectually active professionals—is becoming critically important. These individuals act as generators of innovation and a source of sustainable competitive advantage. It is this category of employees that ensures the effective implementation of strategic initiatives and the driving force behind the dynamic development of the organization in conditions of global uncertainty.

With this in mind, company management must implement modern systems and methods to promote the creative activity of talented personnel. Achieving this requires a comprehensive reassessment of existing approaches to human resource management, including methodological foundations, management philosophy, strategic priorities, the introduction of new remuneration systems, and modern management practices. Effective management today requires highly productive, innovative, and adaptive personnel capable of working in a rapidly changing business environment. Creativity—understood as the ability to generate new ideas and invent innovative solutions—is becoming a critical component in achieving these goals. The organizational culture of an enterprise must support talented employees and help retain high-potential workers.

Accordingly, management structures must focus their efforts on implementing modern concepts of employee potential management. This requires a profound transformation of traditional approaches to human resource management, involving a reassessment of methodological principles, management philosophy, strategic guidelines and, importantly, incentive and remuneration systems. In today's environment, effective human resource management must focus on attracting, developing, and retaining highly productive, innovation-oriented, and adaptable personnel capable of working in an environment of constant change and growing business turbulence. Developing the ability to generate unconventional ideas and implement innovative management solutions is impossible without creating the appropriate organizational context—a culture, that encourages initiative, values novelty, and supports openness to change. Such an organizational culture not only attracts talented professionals, but also serves as a mechanism for retaining valuable human capital.

Thus, the role of HR management in ensuring personnel security is key and acquires the status of a strategic center, on whose effectiveness the level of economic security of the enterprise as a whole directly depends. The personnel management department acts as an inte-

grator, combining the interests of personnel development, organizational stability, and preventive protection against personnel risks. To ensure high efficiency and personnel security, it is necessary to properly perform the relevant HR management functions, namely:

- protective – protecting personnel from external and internal threats, creating safe working conditions, providing psychological support, and forming a stable organizational environment;

- preventive – monitoring personnel risks, forming standards of behavior and a corporate culture of loyalty;

- continuous development and improvement – ensuring the professional growth of employees, accumulating intellectual capital, improving the qualification level and developing the creative potential of personnel;

- motivational – forming and implementing systems of material and non-material incentives, increasing employee engagement in achieving the company's strategic goals;

- adaptive – ensuring the rapid integration of new employees, supporting staff in the context of organizational change, reducing resistance to transformation processes;

- communication – establishing effective internal communication, ensuring transparency of management decisions, building trust between management and staff.

Effective implementation of these functions, especially motivation, requires the introduction of clear applied mechanisms capable of synchronizing individual employee goals with the organization's security strategy. In this context, a «Logical-semantic model of employee bonus regulation» was developed, which is a key tool that goes beyond purely material incentives. It has an integrative impact on other components of HR management, namely: it strengthens the communication function through the transparency of criteria, provides a preventive function by minimizing the risk of conflicts, and promotes adaptation by clearly defining the expected results of work. Thus, the model presented below becomes the foundation for ensuring personnel security through the establishment of a fair remuneration system.

A logical-semantic model for regulating employee bonuses provides a systematic approach to determining the size of incentives and the frequency of their assignment. The proposed concept is based on the principles of objectivity, transparency, and flexibility of management decisions and contains detailed criteria for the size of bonuses, the frequency of their payment, and alternative methods of establishing material incentives depending on the level of the employee's contribution to the achievement of the enterprise's goals. The model also takes into account qualitative and quantitative performance indicators, which allows for the evaluation of personnel not only according to formal standards, but also according to the nature of their professional behavior, initiative, and participation in projects that are of strategic importance to the organization. A distinctive

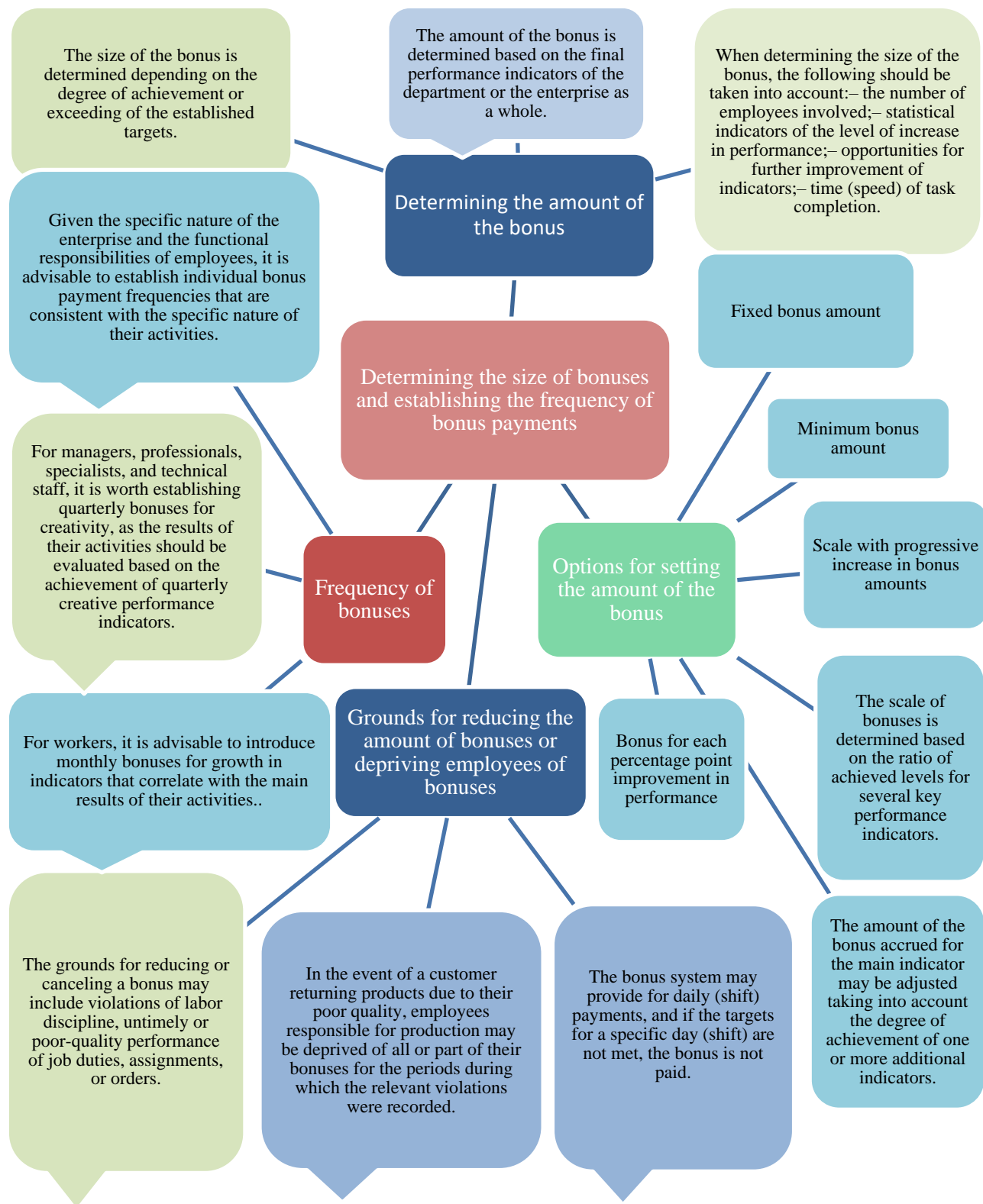


Fig.2. Logical-semantic model of employee bonus regulation

feature of the proposed model is that it provides objective grounds for adjusting the size of bonuses or canceling them altogether in cases where actual performance does not meet expectations or established quality standards. This provides feedback between an employee's performance and their financial incentives, which helps

to increase responsibility for the performance of assigned tasks and minimizes the risks of subjective influence by management on the bonus process. The model gains additional value through its integration into the enterprise's human resource management system. It ensures transparency and predictability of financial incen-

tive processes, which in turn increases employee motivation at all levels of the organizational hierarchy, from staff to management. The introduction of clear and understandable bonus rules eliminates the uncertainty that often accompanies reward processes in traditional remuneration systems and reduces the risk of conflicts associated with the uneven distribution of bonuses. A clear understanding of bonus mechanisms creates conditions for strategic planning of employees' professional activities. Employees can consciously build their own work strategies based on the evaluation criteria defined by the company and focus their efforts on achieving results that will be duly rewarded. This stimulates their involvement in decision-making processes, the initiation of new approaches to task performance, and the implementation of creative ideas that contribute to the innovative development of the enterprise. In addition, the logical-semantic bonus model can serve as a tool for shaping a corporate culture focused on performance and continuous improvement. It strengthens internal discipline, optimizes communication between structural units, and establishes mechanisms of competition, which increases the overall level of labor activity. Thus, the implementation of such a model not only increases the effectiveness of the material incentive system, but also serves as a factor in strengthening the economic security of the enterprise by increasing labor potential, employee loyalty, and their willingness to participate in long-term innovative projects.

**Conclusions.** The formation of economic security of an enterprise is a multidimensional process that encompasses a set of interrelated components that reflect the financial, production, human resources, innovation, reputation, behavioral, information, and marketing

aspects of enterprise operations. The analysis shows that each of these components plays a significant role in ensuring the stability and ability of an enterprise to withstand both internal and external threats, thereby contributing to the overall level of economic security of the enterprise.

A summary of the identified aspects indicates that personnel are a system-forming element of the economic security of an enterprise. The role of human resources goes far beyond the traditional performance of operational tasks: employees shape the quality of management decisions, the adaptability of the organization, the effectiveness of internal communication, and the enterprise's ability to maintain structural integrity in crisis conditions. It has been confirmed that human capital is the basis for identifying and neutralizing threats, supporting not only reactive but also preventive mechanisms of economic security of the enterprise. The exceptional importance of personnel is determined by the fact that employees are the bearers of key competencies, knowledge, and management expertise necessary for effective decision-making in conditions of uncertainty and risk. The measurement of human resources forms the basis for innovation, communication, and strategic processes, determining the enterprise's ability to respond dynamically to changes in both the internal and external environment. The data obtained demonstrate that personnel are a critically important catalyst for the economic security of an enterprise and one of the main factors in making effective management decisions during crises. Therefore, the development and support of competent, motivated, and responsible personnel should become a strategic priority for enterprises seeking long-term stability and sustainable economic security.

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### Blyzkyi A., Belemets Ie. Economic security of the enterprise through the lens of human capital development

The article examines the role of economic security as a key factor in making managerial decisions and substantiates its importance as a stabilizing element that forms the adaptive capacity of the enterprise in the conditions of growing turbulence of the external environment. Dialectical reasoning, system analysis, as well as general scientific methods of analysis and synthesis were used, which ensured the complexity and multidimensionality of theoretical generalizations. The study highlights various and often contradictory interpretations of the concept of «economic security of the enterprise», which in the scientific discourse vary from a narrow resource-financial approach to integrated concepts focused on long-term stability and internal balance of the management system. Special attention is paid to the fact that economic security cannot be reduced only to countering crisis effects or ensuring the stability of financial flows. Based on logical argumentation, the article offers an updated perspective in which economic security is interpreted through the lens of human capital development, strategic motivation of personnel, and increasing the creative and innovative potential of employees. It is emphasized that it is precisely these intangible components that increasingly determine the ability of the enterprise to react qualitatively to threats, to form effective mechanisms of self-renewal and recovery, as well as to preserve competitive advantages in conditions of high dynamics of market processes. This approach allows for the formation of a broader conceptual vision of the factors that shape the economic security of enterprises, and emphasizes its role as a system integrator that combines the interests of development, stability, organizational flexibility and strategic coherence.

The purpose of the article is to establish, trace, and summarize aspects of the formation of components of economic security of enterprises, to justify the role and importance of personnel for the economic security of an enterprise as the basis for making effective management decisions in crisis situations.

The article proves that the formation of economic security of an enterprise is a multidimensional process that covers a set of interrelated components that reflect the financial, production, personnel, innovation, reputation, behavioral, information, and marketing aspects of the functioning of enterprises. The analysis shows that each of these components plays a significant role in ensuring the stability and ability of an enterprise to withstand both internal and external threats, thereby contributing to the overall level of economic security of the enterprise.

The result of the study is a generalization of the identified aspects and proof that personnel are a system-forming element of the economic security of an enterprise. The role of human resources goes far beyond the traditional performance of operational tasks: employees shape the quality of management decisions, the adaptability of the organization, the effectiveness of internal communication,

and the enterprise's ability to maintain structural integrity in crisis conditions. It has been confirmed that human capital is the basis for identifying and neutralizing threats, supporting not only reactive but also preventive mechanisms of economic security of the enterprise. The exceptional importance of personnel is determined by the fact that employees are the bearers of key competencies, knowledge, and management expertise necessary for effective decision-making in conditions of uncertainty and risk. The measurement of human resources forms the basis for innovation, communication, and strategic processes, determining the enterprise's ability to respond dynamically to changes in both the internal and external environment. The data obtained demonstrate that personnel are a critically important catalyst for the economic security of an enterprise and one of the main factors in making effective management decisions during crises. Therefore, the development and support of competent, motivated, and responsible personnel should become a strategic priority for enterprises seeking long-term stability and sustainable economic security.

*Keywords:* management, enterprises, economic security, innovation, potential, human capital, motivation, HR-management.

**Близький А. М., Беленець Є. М. Економічна безпека підприємства крізь призму розвитку людського капіталу**

У статті розглядається роль економічної безпеки як ключового чинника у прийнятті управлінських рішень та обґрунтовується її важливість як стабілізуючого елементу, що формує адаптаційний потенціал підприємства в умовах зростаючої турбулентності зовнішнього середовища. Використано діалектичний метод мислення, системний аналіз, а також загальнонаукові методи аналізу та синтезу, що забезпечило комплексність і багатовимірність теоретичних узагальнень. У дослідженні висвітлюються різноманітні і часто суперечливі інтерпретації поняття «економічна безпека підприємства», які в науковому дискурсі варіюються від вузького ресурсно-фінансового підходу до інтегрованих концепцій, орієнтованих на довгострокову стабільність і внутрішню збалансованість системи управління. Особлива увага приділяється тому, що економічна безпека не може бути зведена лише до протидії кризовим ефектам або забезпечення стабільності фінансових потоків. На основі логічної аргументації в статті пропонується оновлена перспектива, в якій економічна безпека інтерпретується через призму розвитку людського капіталу, стратегічної мотивації персоналу та підвищення творчого та інноваційного потенціалу співробітників. Підкреслюється, що саме ці нематеріальні компоненти все більше визначають здатність підприємства якісно реагувати на загрози, формувати ефективні механізми самовідновлення та відновлення, а також зберігати конкурентні переваги в умовах високої динаміки ринкових процесів. Такий підхід дозволяє сформувати більш широке концептуальне бачення факторів, що визначають економічну безпеку підприємств, та підкреслює її роль як системного інтегратора, що поєднує інтереси розвитку, стабільності, організаційної гнучкості та стратегічної узгодженості.

Метою статті є встановити, прослідкувати та узагальнити аспекти формування складових економічної безпеки підприємств, обґрунтувати ролі та значення персоналу для економічної безпеки підприємства як підґрунтя прийняття ефективних управлінських рішень у кризових ситуаціях.

У статті доведено, що формування економічної безпеки підприємства є багатовимірним процесом, який охоплює сукупність взаємопов'язаних складових, які відображають фінансову, виробничу, кадрову, інноваційну, репутаційну, поведінкову, інформаційну та маркетингову сторони функціонування підприємств. Аналіз показує, що кожен із цих компонентів відіграє значну роль у забезпеченні стійкості та здатності підприємства протистояти як внутрішнім, так і зовнішнім загрозам, тим самим сприяючи загальному рівню економічної безпеки підприємства.

Результатом дослідження є узагальнення виявлених аспектів та доведення того, що персонал виступає системоутворюючим елементом економічної безпеки підприємства. Роль людських ресурсів виходить далеко за рамки традиційного виконання оперативних завдань: співробітники формують якість управлінських рішень, адаптивність організації, ефективність внутрішньої комунікації та здатність підприємства підтримувати структурну цілісність у кризових умовах. Підтверджено, що людський капітал є основою для виявлення та нейтралізації загроз, підтримки не лише реагуючих, але й превентивних механізмів економічної безпеки підприємства. Виключне значення персоналу визначається тим, що працівники є носіями ключових компетенцій, знань та управлінської експертизи, необхідних для прийняття ефективних рішень в умовах невизначеності та ризику. Вимір людських ресурсів формує основу для інновацій, комунікацій і стратегічних процесів, визначаючи здатність підприємства динамічно реагувати на зміни як внутрішнього, так і зовнішнього середовища. Отримані дані демонструють, що персонал є критично важливим каталізатором економічної безпеки підприємства та одним із основних факторів прийняття ефективних управлінських рішень під час криз. Тому розвиток і підтримка компетентного, мотивованого та відповідального персоналу має стати стратегічним пріоритетом для підприємств, які прагнуть до довгострокової стабільності та стійкої економічної безпеки.

*Ключові слова:* управління, підприємства, економічна безпека, інновації, потенціал, людський капітал, мотивація, HR-менеджмент.