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RESEARCH OF PROBLEMS AND OPPORTUNITIES OF USING PEOPLE-CENTERED HR-MANAGEMENT IN SECURITY-ORIENTED MANAGEMENT STRATEGIES OF MODERN ORGANIZATIONS

It has been established that the human factor is crucial for effective safety-oriented management, and on a strategic time horizon, the key parameters of organizational success are the quality of its human resources and their loyalty and commitment to the company's goals. These can be enhanced through human-centered HR management. It has been proven that when implementing human-centered personnel management, organizational management should focus on financial means to satisfy employees' needs through a system of wages, material incentives, and bonuses. Additionally, management should communicate opportunities and conditions for career growth, specifying each stage of the career trajectory and the competency requirements for transitioning from one stage to another.

It has been revealed that among the non-material reasons for employee turnover in Ukrainian companies, the prolonged absence of career growth ranks first. Human-centered management should prioritize tools that satisfy employees' economic needs and professional ambitions. It is hypothesized that the principles of human-centered management in Ukrainian companies can serve as a foundation for developing win-win strategies for their operations. Employees would gain guarantees of stable employment, individual economic security through mechanisms such as timely payment of competitive and fair wages, opportunities to expand their intellectual potential and material well-being, as well as avenues for professional growth and development. Organizations, in turn, would gain long-term economic benefits and strategic competitive advantages from utilizing a high-quality human resource capable of self-management, adapting to environmental changes, and aligning the company's needs and interests with their own.

The strategic guidelines for ensuring staff security in the framework of organizational economic security, based on human-centered HR management, should focus on continuous employee training in safety-oriented behaviour; developing employees' ability to identify and respond to risks; establishing channels for barrier-free communication; creating a personnel reserve; modernizing HR policies; and achieving minimal levels of personnel-related risks.

Keywords: *people-centered (human-centric, people-centric) management, financial and economic security, personnel management, HR management, security-oriented management, strategy, strategic management*

JEL classification: *A13, J24, M12*

Встановлено, що людський фактор є визначальним для ефективного безпеко орієнтованого управління, а на стратегічному часовому горизонті важливими параметрами успіху організації є рівень якості її кадрового ресурсу та його лояльності та відданості цілям компанії, підвищити які можна шляхом людиноцентрованого

HR-менеджменту. Доведено, що під час запровадження людиноцентрованого управління персоналом, менеджменту організацій варто сфокусуватись на можливостях фінансового задоволення потреб працівників через систему оплати праці, матеріальних стимулів і бонусів, а також анонсувати можливості та умови кар'єрного зростання, із конкретизацією кожного етапу руху кар'єрною траєкторією та вимог до компетенцій працівника для переходу з етапу на етап. Виявлено, що серед нематеріальних мотивів звільнення персоналу з українських компаній на першому місці опинилася тривала відсутність кар'єрного зростання. В основі людиноцентрованого менеджменту мають перебувати інструменти задоволення економічних потреб працівників і їх професійних амбіцій. Зроблено припущення, що принципи людиноцентрованого управління в українських компаніях можуть бути основою для розробки winwin стратегій їх діяльності – працівники отримають гарантії стабільної зайнятості, індивідуальної економічної безпеки через механізм своєчасної виплати конкурентоспроможної та справедливої заробітної плати, можливості розширення меж свого інтелектуального потенціалу та матеріального благополуччя, професійного зростання та розвитку – організації отримають довготривалий економічний ефект та стратегічні конкурентні переваги від використання якісного кадрового ресурсу, що здатний до самоуправління та адаптації до умов навколишнього середовища та дбає про потреби та інтереси компанії, як про свої власні. Стратегічні орієнтири забезпечення кадрової безпеки організацій у системі управління їх економічною безпекою на засадах людиноцентрованого HR-менеджменту мають бути сфокусовані на постійному навчанні персоналу правилам безпеки орієнтованої поведінки; розвитку у працівників здатності ідентифікувати ризики та реагувати на них; налагодженні каналів безбар'єрної комунікації; формуванні кадрового резерву персоналу; модернізації кадрової політики; досягнення мінімального рівня кадрових ризиків.

Ключові слова: *людиноцентроване управління, фінансово-економічна безпека, управління персоналом, HR-менеджмент, безпеко орієнтований менеджмент, стратегія, стратегічне управління*

JEL classification: *A13, J24, M12*

Statement of the problem and its connection with important scientific or practical problems. The objective of security-oriented management in organizations is to prioritize financial and economic security at the managerial level, both in the short and long term. This overarching strategic goal underpins all vectors of the economic activities of the business entity and its operational processes. Within the framework of a security-oriented approach, the planned development indicators and projected functional outcomes of the organization are determined based on information regarding the state and risks present in its external and internal environments, as well as an assessment of the probability that desired economic outcomes will not be achieved. Instead, the organization may face adverse impacts on its corporate resources while attempting to meet its planned targets.

Final security-oriented managerial decisions are made considering the likelihood of failure and the criticality of its consequences for the overall state of the organization's financial and economic security. The pursuit of profit, social benefits, or other objectives of the entrepreneurial structure becomes secondary to the goal of preserving financial and economic stability through risk mitigation and threat prevention via managerial interventions.

The concept of human-centered management aligns well with the principles and approaches of security-oriented management, as it similarly prioritizes minimizing personnel risks over achieving high financial results. This goal is achieved by addressing the needs and interests of the organization's employees. Such an approach facilitates organizational personnel security by leveraging tools to enhance intellectual capital, such as employee training and development, increasing the quality of human resources, and creating professional reserves to promptly address the need for vacant position replacements.

Given Ukraine's significant loss of human capital following the onset of the full-scale invasion, research of the challenges and opportunities of applying human-centered personnel management within security-oriented management strategies is highly relevant and timely.

Analysis of recent studies and publications, which laid the foundation for solving the problem under study, and highlighting previously unresolved parts of the general problem, which are the subject of the article. In Ukrainian academic field several vectors of research on human-centricity can be traced – from philosophical ideas and approaches to understanding this phenomenon to the practical application of human-centered management techniques in various spheres of economic life. For instance, within the framework of developing a scientific school for the study of issues related to science-centric management, Voronkova V. H. explores the reception of anthropocentricity in the context of the anthropological discourse of humanistic management [1], Hrevtsova Ye. examines the possibilities of management based on the principles of humanism and human-centricity [2], Kuzminskyi A. V. traces the genesis of human-centric pedagogy – from the Athenian educational system to the Chinese concept of “happiness management” [3], Khaminich O. V. and Yevdokymov D. V. outline human-centered principles in science and their implementation in real life [4], Buryk Z. investigates the development of the human-centricity concept within the system of public administration [5], Dmytrenko H. A. and Mudra S. V. address the formation of an innovative system of human-centric personnel management in state institutions [6], Zhygulin O. A. specifies the human-centered approach in managing the competitiveness of agricultural enterprises [7], Liubas B. formalizes the conceptual foundations of human-centric policy within the personnel management system [8], Cherep A., Voronkova V., Cherep O., Kaliuzhna Yu., and Andriukaitene R. summarize trends in the development of human-oriented personnel management under conditions of globalization and digitalization, as well as clarify the accompanying challenges and opportunities [9], Chernyshova Ye. works on issues of strategic management in the context of developing the personnel potential of higher education institutions through the implementation of human-centric philosophy ideas [10], Shakhno A. Yu., Astafieva K. O., Temchenko H. V., and Bondarchuk O. M. describe mechanisms for ensuring the principles of “human-centricity” in enterprise personnel management [11].

Among international researchers, the concept of human-centricity in managerial aspects has been studied by Black J. [12], Hector O., Cameron R. [13], Hodges J. [14], Holden R. [15], Nold H. [16], and Pacheco D. A. [17], along with relevant materials found in source [18].

At the same time, neither domestic nor international publications have presented conceptual attempts to connect the opportunities and positive outcomes of human-centered management with the critical and globally relevant issue of achieving and maintaining a high level of financial and economic security. This challenge is essential for organizations' "economic survival" amid the turbulence of market and behavioural economic systems.

Statement of the objectives of the article. The purpose of this article is to investigate the challenges and opportunities associated with the implementation of human-centered HR management within the strategies of security-oriented organizational management.

Methodology. The research utilized the method of content analysis of scientific literature to identify existing approaches to human-centered management in personnel administration and to formalize the theoretical and methodological foundations of applying human-centered HR management to ensure the financial and economic security of modern organizations. Additionally, the survey method was employed, involving 105 respondents, which allowed for identifying the primary motives driving individuals to work in Ukrainian enterprises and the reasons behind their decisions to leave their positions. Based on the obtained information, the generalization method was used to develop proposals for strategic guidelines to ensure organizational personnel security within the framework of economic security management systems.

Presentation of the main research material with full justification of the scientific results obtained. Voronkova V. H. asserts that the foundational concept in European management philosophy is the idea of humanistic governance [1, p. 85]. Gradually, social and human values have become priorities even in the business sector, which has traditionally focused on financial outcomes. This shift is attributed to the realization among economic entities aspiring for long-term market presence that the value of human resources and their intellectual potential has surpassed that of material assets. In the era of digitalization, material assets are losing their role as the primary competitive advantage. Hrevtsieva Ye. notes that humanism represents a philosophical and socio-ethical principle that regards the individual as the highest value [2, p. 32]. An advanced society is characterized by an economic system in which the individual and their needs take precedence over material objectives pursued by economic entities. Adhering to sustainable development goals and European values necessitates and encourages Ukrainian businesses to transition from authoritarian to socio-economic management styles. However, at present, individuals are more often treated as means rather than ends, serving various political, ideological, or economic goals pursued by formal and informal power structures [1, p. 85].

The concept of human centrism in economic theory and managerial contexts can be traced back to 1910 and remains relevant today in the works of prominent economists worldwide. Numerous economic theories have evolved at different stages of economic consciousness, culminating in the 21st century, where the

individual as a person takes center stage. Leading economists meticulously examine economic theories through the lens of moral integrity and openness to economic changes for mutual benefit. A new approach to understanding the economic role of the individual in the global economy emphasizes their informativeness, high educational levels, diverse interests, and dynamic needs, making human needs a priority [11, p. 79].

Enhancing the social efficiency of personnel management and imparting it with a humanistic character is feasible through the implementation of human-centered HR management. Kuzminskyi A. draws attention to the Chinese concept of “happiness management,” applying it to the educational field [3, p. 83]. However, its principles are equally formalizable in theoretical contexts of managing economic entities and personnel. For instance, workplace relationships should be characterized by mutual respect among all members during professional interactions. The human-centered principle of fostering initiative in the educational sphere can be applied to personnel management, where functional and line managers are encouraged to develop leadership qualities and demonstrate autonomy in decision-making. Supporting individual potential can be achieved through mechanisms of on-the-job training and skill enhancement. High-quality personal realization can be supported through individual career trajectory development. Aligning the personal goals of each participant in the educational process with the institution’s objectives translates into connecting employees’ individual achievements with the organization’s social, reputational, and financial-economic outcomes in business. Optimal resource utilization to create social value in education transforms into equitable distribution of economic results in proportion to each participant’s contribution under conditions of efficient resource use [3, p. 83].

Achieving personnel, financial, and economic security amid contemporary challenges presents a significant professional challenge for top management. Military actions in Ukraine, economic instability, political turbulence, social security issues, and demographic crises complicate the operations of modern enterprises and institutions, posing numerous threats and risks to their economic future. Since current realities cannot be altered through managerial tools at the organizational level, contemporary company management should focus on optimizing internal operational processes. Personnel security is a vital component of financial-economic security systems, making personnel risks a key focus within its functioning and implementation mechanisms. Human-centered management in HR system reduces personnel risks by identifying and clarifying employee needs and interests, ensuring they are understood by company leaders. Employees’ safety becomes a top priority and strategic value, with the necessary corporate resources allocated accordingly.

In conditions of uncertainty and risk, a security-oriented management strategy for organizations should aim at achieving optimal financial, economic, or social performance with minimal risk of economic failure. This includes forming a budget to compensate for adverse effects on corporate resources, ensuring employees’ physical and individual economic security, protecting market share without excessive optimism or aggressive competition, maintaining stable

personnel composition, achieving minimal turnover, increasing intangible assets through training and development mechanisms, and preparing alternative scenarios for economic development based on environmental dynamics to ensure flexible and prompt responses to new challenges. The personnel component of security-oriented management is crucial for its success, as management personnel's actions or inaction can mitigate risks or threats or, conversely, create new factors that may lack adequate managerial oversight.

Thus, the human factor is pivotal for effective security-oriented management. Over the strategic horizon, key success parameters include the quality and loyalty of human resources to organizational goals, which can be enhanced through human-centered HR management. Indicators of successful adaptation of human-centered HR management to organizational models include a concise and transparent HR policy communicated to all employees, an effective motivation system combining material and non-material incentives, clear professional performance parameters and KPIs, a two-way communication system between employees and management, active HR department involvement in personnel development, individual career trajectory planning, adherence to work-life balance principles, and active employee participation in strategic discussions. A well-developed employer brand, recognized in the labour market, is another hallmark of human-centered personnel management, attracting talent and strengthening the professional team.

Ten years ago, in 2014, Liubas B. concluded that “a human-centered policy in personnel management is, on the one hand, associated with the necessity of maximizing all human resources as an individual and, on the other hand, serves as a foundation for collective, societal labour and positive human activity” [8, p. 229].

During a study on the patterns of economic behaviour among youth, which included 105 respondents, it was found that the highest priority among the factors motivating young people to work in enterprises or organizations in Ukraine was salary (48.6% of respondents identified this as their primary motivator). For 27.6% of respondents, opportunities for career growth and self-development were the most significant factor. The possibility of remote work ranked as the main motivator for 10.5% of respondents, while a well-coordinated team was cited by 7.6% as the key factor in choosing a workplace. Additionally, 5.7% of respondents considered a flexible work schedule as their primary motivation for employment in a domestic organization (Figure 1).

Therefore, when implementing human-centered personnel management, organizational management should focus on meeting employees' financial needs through a system of wages, material incentives, and bonuses. Additionally, it is essential to communicate the opportunities and conditions for career advancement, specifying each stage of the career trajectory and the competency requirements for transitioning from one stage to the next.

In response to the question «What, in your opinion, motivates employees to resign and seek a new workplace?» the respondents provided the answers shown in Figure 2. Material reasons, such as «low salary levels,» were not included as potential response options, as this factor would have been overwhelmingly dominant under the current financial hardships faced by Ukrainian businesses during wartime, rendering it of little informational value.

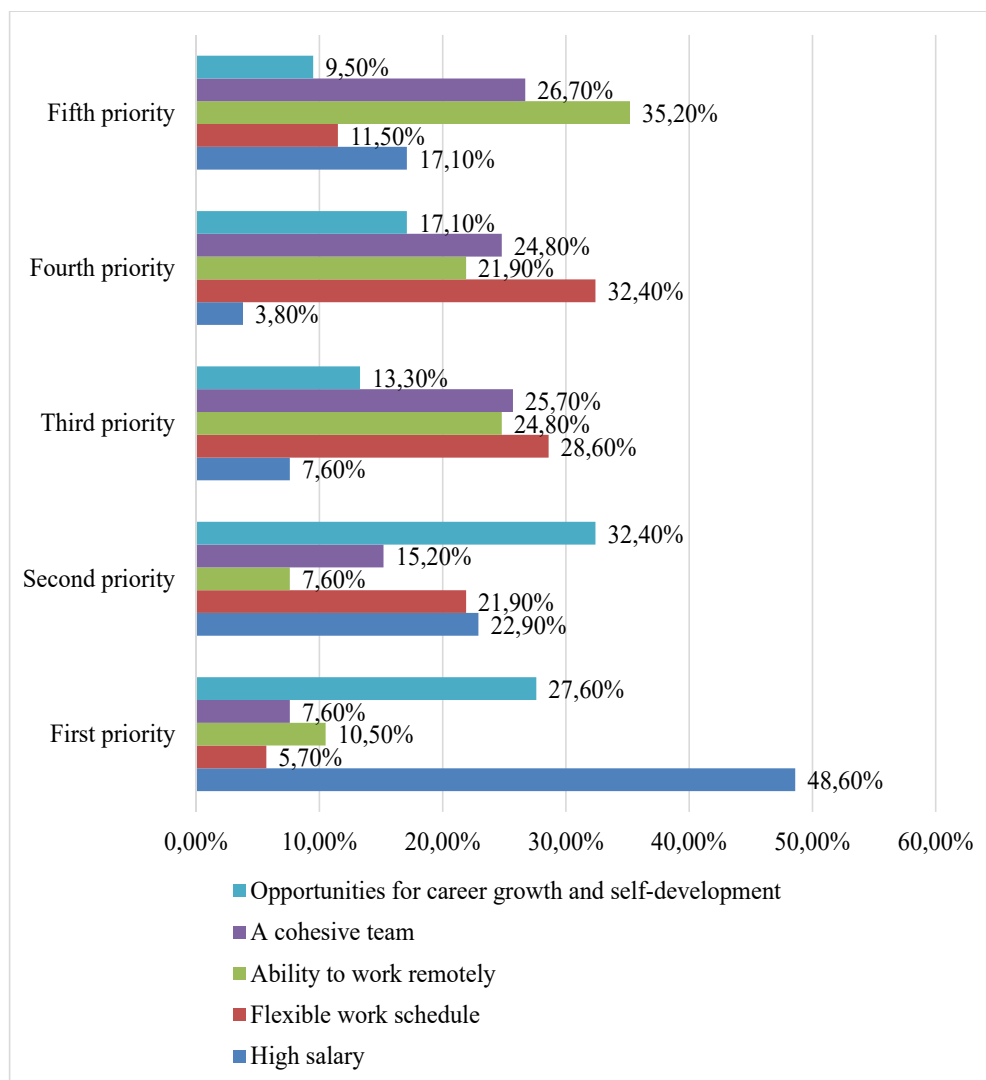


Fig.1. Motives that encourage young people to get jobs at Ukrainian enterprises

Source: compiled based on survey results

Among the non-material reasons for employee turnover in Ukrainian companies, the leading factor is the prolonged absence of career advancement opportunities. It is worth noting that this issue predominantly affects individuals employed by small and medium-sized enterprises that lack sufficient resources to provide their employees with horizontal or vertical career trajectories. A total of 65.7% of respondents indicated the absence of practices considering the wishes and interests of employees in the organization of business processes, which is the conceptual foundation of the human-centered approach to organizational management.

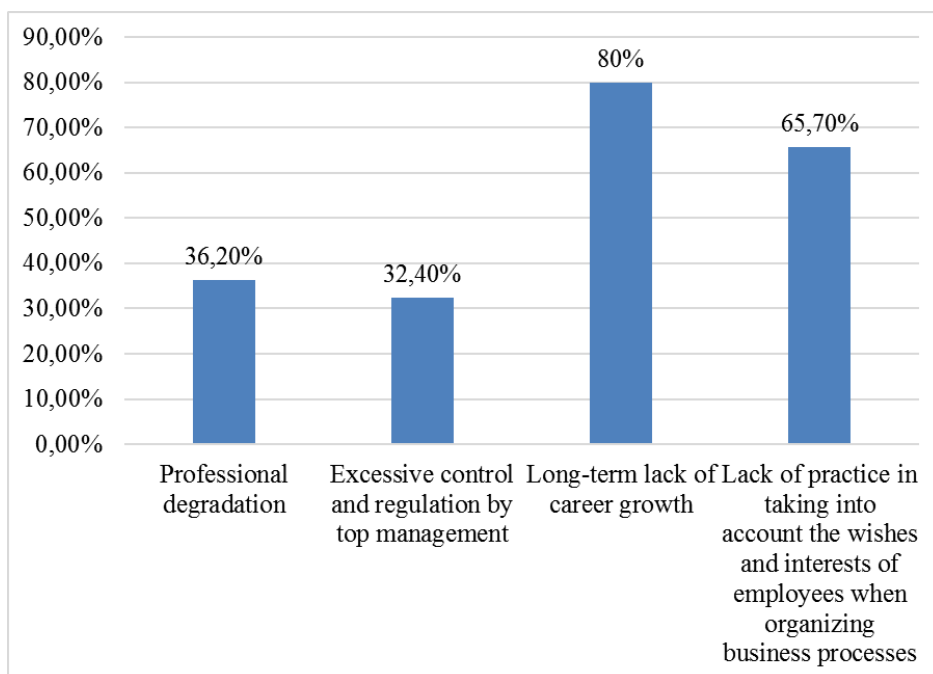


Fig.2. Intangible motives for dismissing from Ukrainian companies

Source: compiled based on survey results

If small enterprises cannot provide opportunities for career growth, they can still involve employees in the decision-making process, at least through surveys of the collective's opinions and visions regarding the company's development. In this context, the small size of such businesses can even be advantageous for establishing multi-channel communication processes and facilitating the involvement of employees in strategic management.

The analytical data obtained from the survey confirm the importance of creating conditions for employees' professional and career development. Thus, it is essential to emphasize once more that the foundation of human-centered management lies in the tools that address employees' economic needs and professional ambitions.

The challenges of applying human-centered personnel management within security-oriented management strategies for organizations include:

- a lack of experience in such management approaches among HR departments;
- the historical prioritization of financial and economic indicators over social ones;
- business owners' focus on maximizing profits and their tendency to pressure management into taking unjustified risks in pursuit of income;
- the absence of formalized personnel policies and development strategies;
- a preference for achieving quick economic results rather than waiting for the strategic advantages offered by investments in personnel.

The main problem, however, remains the lack of additional resources, as most resources are traditionally directed toward maintaining financial viability and material provision. Additionally, there are concerns that the automation of business processes and their transition to digital platforms may reduce the opportunities for implementing human-centered personnel management.

Chernyshova Ye. notes that «modern technologies strive to create artificial life and artificial intelligence – we are on the verge of forming a technosphere as a new form of life, permeated by informational devices, computer systems, technologies, and mass media» [10]. However, Cherep A., Voronkova V., Cherep O., Kalyuzhna Yu., and Andryukaitene R. argue that «despite the significant influence of technology, it is crucial to preserve a humanistic approach to personnel management. This entails understanding and considering employees' needs and values, creating a favourable work environment, and supporting the development of each team member» [9, p. 178].

The principles of human-centered management in Ukrainian companies can serve as the basis for developing «win-win» strategies for their activities. Employees would gain guarantees of stable employment and individual economic security through mechanisms of timely payment of competitive and fair wages, opportunities to expand their intellectual potential, material well-being, and avenues for professional growth and development. Organizations, in turn, would achieve long-term economic effects and strategic competitive advantages from leveraging a quality workforce capable of self-management, adapting to environmental changes, and aligning their interests with the company's goals.

The implementation of human-centric management philosophy within a systematic approach to strategic management, including strategies for managing financial and economic security, ensures consideration of the worldview, educational, psychological, pedagogical, and technological aspects of forming and developing organizational personnel. This approach accounts for the invariability of forms, types, methods, and features of employees' professional activities [10].

The outcomes of employing human-centered HR management to ensure the financial and economic security of modern organizations include:

- creating an ecological atmosphere of mutual respect and empathy within teams, which promotes effective corporate time management and minimizes time resource wastage;
- establishing partnerships between employees and management, helping to prevent conflicts and reduce personnel risks, and addressing issues such as rumours, slander, and unhealthy competition among employees;
- saving corporate resources by addressing employees' needs and interests in a targeted, personalized manner and utilizing non-material forms of motivation extensively.

Employee loyalty and commitment to the company, as well as security-oriented behaviours, become the best protection against external and internal threats to corporate resources and competitive positions.

Strategic priorities for ensuring personnel security in organizations within the framework of economic security management based on human-centered HR management should focus on:

- continuous training of employees in security-oriented behaviours and developing their ability to identify and respond to risks;
- establishing barrier-free communication channels within the team;
- creating a personnel reserve engaged in the financial and economic security management mechanism;
- modernizing personnel policies to introduce personalized motivation tools, particularly for achievements in resource-saving and efficient use of corporate resources, as well as in building a positive corporate image and brand;
- minimizing personnel risks and fostering a corporate atmosphere conducive to intellectual development and the realization of each employee's potential.

Conclusions.

1. Security-oriented management of organizations serves as a tool for ensuring financial and economic security in the face of external and internal risks that affect corporate resources and organizational performance. This approach aims to minimize the negative impact of threats by optimizing managerial decisions and business processes. In this context, human-centered HR management plays a crucial role, as personnel security forms the foundation for an organization's strategic stability and competitiveness.

The concept of security-oriented management positions financial and economic security as a strategic priority, subordinating all long-term developmental vectors and tactical business processes to this goal. Its methodological foundation is risk management. In today's business environment, ensuring personnel security has become particularly significant, as human capital is integral to achieving an organization's strategic objectives for existence and growth.

2. Human-centered personnel management can be harmoniously integrated into the strategies of security-oriented management. Its focus lies in mitigating personnel risks through mechanisms that address employees' needs, foster professional development, and enhance loyalty. The effectiveness of this approach is supported by its positive impact on financial performance and organizational stability.

Key characteristics of human-centered personnel management include: employee prioritization (establishing partnerships between employees and the organization), personnel development (providing training, upskilling opportunities, creating individual career trajectories, and developing staff reserve to meet the demand for high-quality human resources), targeted and personalized motivation tools (combining material and non-material incentives, maintaining transparent expectations, and implementing a clear KPI system), communication (facilitating open dialogue between employees and management, enabling feedback, and encouraging initiatives), work-life balance (creating conditions that support the harmonious integration of professional duties with personal life and ensuring adequate opportunities for quality rest).

3. In the context of demographic challenges and economic turbulence in Ukraine, exploring the opportunities and challenges of implementing human-centered HR management is of critical importance. Key directions for its implementation include: developing transparent personnel policies; establishing effective motivation systems; designing individual career trajectories; engaging employees in the economic and managerial processes of the organization.

Amid contemporary challenges, including military conflicts and economic instability, the strategy of human-centered personnel management contributes to the preservation and development of human capital. This approach must be an integral part of organizational strategies for ensuring economic security. Such management practices facilitate the rapid adaptation of business processes to sudden threats and mitigate the adverse effects of risks. Furthermore, they enhance an organization's long-term competitiveness by fostering a loyal and high-quality workforce.

Future research prospects lie in formalizing approaches to the effective application of human-centered management during the modernization of HR management technologies. This includes transitioning Ukrainian organizations from traditional managerial practices to the operational principles of teal organizations.

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RESEARCH OF PROBLEMS AND OPPORTUNITIES OF USING PEOPLE-CENTERED HR-MANAGEMENT IN SECURITY-ORIENTED MANAGEMENT STRATEGIES OF MODERN ORGANIZATIONS

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JEL classification: *A13, J24, M12*

This article is a result of the research of the problems and opportunities of using people-centered HR-management in security-oriented management strategies of modern organizations. The goal of security-oriented management in organizations is to prioritize financial and economic security, aligning all business activities and processes with this objective. This approach evaluates risks in the internal and external environments to determine the probability of achieving desired economic outcomes while safeguarding corporate resources. Decisions prioritize stability and risk mitigation over profit maximization, emphasizing the importance of corporate resource integrity.

Previous studies have examined human-centric management across various domains, from philosophical underpinnings to practical applications in economic activities. However, there remains a research gap in linking human-centric management practices to financial and economic security strategies in organizations, especially in turbulent economic environments.

Human-centric management complements security-oriented strategies by focusing on minimizing staff risks through the addressing to employee needs and interests. This fosters personnel security via intellectual capacity building, professional development, and creating reserves to fill vacancies promptly. Given the challenges faced by Ukraine, such as human capital loss due to the ongoing war conflict, integrating human-centric principles into organizational security strategies has become increasingly relevant.

This is devoted to explore the potential of human-centric management in addressing organizational security challenges. Employing content analysis of literature, a survey of 105 respondents gave the possibility to identify key motivators for employee retention and reasons for resignation. The findings suggest that prioritizing employee safety and aligning their goals with organizational objectives can significantly enhance personnel security.

Human-centric HR-management can optimize internal processes, reduce risks, and ensure employee needs are met. Key strategies of Human-centric staff management include transparent HR policies, effective motivation systems, multiway communication, personalized career planning, and work-life balance support. These measures not only improve employee loyalty but also contribute to organizational resilience and adaptability in uncertain environments.

In conclusion, the human factor is pivotal to security-oriented management, with employee quality and commitment being strategic determinants of organizational success. Human-centric HR practices, such as transparent communication, robust motivation systems, and fostering professional development, are integral to achieving sustainable organizational security in a dynamic global economy.

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