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INNOVATIVE SOLUTIONS FOR THE FORMATION OF PERSONNEL SECURITY OF ONLINE ENTREPRENEURSHIP

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Mazhnyk L. O., Lytovchenko I. V., Shakun V. O. Innovative Solutions for the Formation of Personnel Security of Online Entrepreneurship

The aim of the article is to study the list of innovative solutions for the formation of personnel security of online entrepreneurship. The article analyzes the current state of conditions and features of the formation of personnel security for online entrepreneurship in Ukraine. The relevance of online entrepreneurship for Ukrainian enterprises is substantiated, indicating both the advantages and disadvantages. A definition of online entrepreneurship has been proposed, its types have been considered. Innovative solutions for the formation of personnel security in online entrepreneurship reflect constant changes in the modern business environment and require an integrated approach to ensuring the efficiency and stability of activities. In the contemporary online enterprises, it is necessary to implement leading digital personnel management systems, which will allow you to effectively monitor work processes and ensure control over access to confidential information. Such systems will also help increase the level of cybersecurity and decrease data leakage, reducing risks for the organization. Active implementation of artificial intelligence and data analysis in the practical activities of organizations allows you to predict risks in the field of personnel relations, identify possible threats and take timely measures to prevent them. Machine learning algorithms can detect unusual patterns or activities that may indicate possible security threats, such as unauthorized access or cyberattacks. In addition, conducting specialized online courses and trainings on cybersecurity and the use of remote work for staff are key elements of ensuring personnel security. Increasing the level of staff awareness of these issues helps to avoid unforeseen situations and ensure the stable operation of the enterprise in the online environment. This approach reduces the risk of leakage of confidential information and ensures security for both the company and its customers. Prospects for further research in this direction are to determine the degree of the most innovative solutions for the formation of personnel security of online entrepreneurship, and at the conceptual level there is a need to closer define some concepts and their logical use in practice. Further development of innovative solutions can lead to an increasingly creative approach to the formation of personnel security of online entrepreneurship.

Keywords: personnel security, innovative solutions, online entrepreneurship.

Fig.: 2. **Tabl.:** 1. **Bibl.:** 16.

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Мажник Л. О., Литовченко І. В., Шакун В. О. Інноваційні рішення щодо формування кадрової безпеки онлайн-підприємництва

Метою статті є дослідження переліку інноваційних рішень щодо формування кадрової безпеки онлайн-підприємництва. У статті проаналізовано сучасний стан умов та особливості формування кадрової безпеки для онлайн-підприємництва в Україні. Обґрунтовано актуальність онлайн-підприємництва для українських підприємств, із зазначенням переваг і недоліків. Запропоновано визначення онлайн-підприємництва, розглянуто його види. Інноваційні рішення для формування кадрової безпеки в онлайн-підприємстві відображують постійні зміни в сучасному бізнес-середовищі та вимагають комплексного підходу до забезпечення ефективності та стабільності діяльності. На сучасних онлайн-підприємствах необхідно впроваджувати провідні цифрові системи управління персоналом, що дозволить ефективно моніторити робочі процеси та забезпечувати контроль над доступом до конфіденційної інформації. Такі системи також сприятимуть підвищенню рівня кібербезпеки та зниженню витоку даних, зменшенню ризиків для організації. Активне впровадження у практичну діяльність організацій штучного інтелекту та аналізу даних дозволяє прогнозувати ризики у сфері кадрових відносин, виявляти можливі загрози та вчасно вживати заходи для запобігання ним. За допомогою алгоритмів машинного навчання можна виявити незвичайні патерни або активності, що можуть вказувати на можливі загрози безпеці, такі як несанкціонований доступ або кібератаки. Крім того, проведення спеціалізованих онлайн-курсів та тренінгів з питань кібербезпеки та застосування віддаленої роботи для персоналу є ключовими елементами забезпечення кадрової безпеки. Збільшення рівня обізнаності персоналу з цих питань допомагає уникнути непередбачених ситуацій і забезпечити стабільну роботу підприємства в онлайн-середовищі. Такий підхід дозволяє знизити ризики витоку конфіденційної інформації та забезпечує безпеку як для підприємства, так і для його клієнтів. Перспективами подальших досліджень у даному напрямі є визначення ступеня найбільш інноваційних рішень щодо формування кадрової безпеки онлайн-підприємництва, а на концептуальному рівні існує потреба в уточненні деяких понять і їх логічному використанні у практичній діяльності. Подальший розвиток інноваційних рішень може привести до все більшого поширення творчого підходу до формування кадрової безпеки онлайн-підприємництва.

Ключові слова: кадрова безпека, інноваційні рішення, онлайн-підприємництва.

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To date, personnel security of entrepreneurship, especially for domestic enterprises, constitutes a significant component, since it is of key importance in ensuring the functional features of the organization's activities and at the same time represents a specific multiaspectual category, which provides for the factors of successful effective activity of the enterprise.

The concept of «economic security» appeared in the scientific literature explicitly in the first half of the twentieth century [13, p. 113]. It should be noted that personnel security is one of the important and priority components of economic security. The current conditions of functioning of modern enterprises in Ukraine require significant theoretical and methodological strengthening of the components of the formation of personnel security of entrepreneurship in practice, especially for online entrepreneurship, since there is a list of risks and related challenges that management should consider and prevent in advance [1], because their consequences can cause irreparable damage to the very activities of entrepreneurs.

Global trends in remote employment, and especially the trends that have significantly manifested themselves in the times of COVID-19, have contributed to the further spread of the idea of remote work for staff of organizations of different professional orientations and skill levels. Until recently, in Ukraine and the world, mainly IT workers were able to work remotely, but now there are total organizational changes in the structural processes of entrepreneurship, restructuring of industry components, which affects the national level.

The analysis of recent studies and publications shows that the most significant influence on the study of personnel security issues was made by the following domestic and foreign scientists: N. V. Vashchenko, R. Z. Darmitz, H. P. Horishna, V. M. Kolpakov, I. A. Krutii, L. I. Mikhov. However, to date, in practice and currently in the scientific literature, the issue of personnel security of entrepreneurs that work in the online environment is not sufficiently covered, so the topic appears to be extremely relevant.

The aim of the work is the need to identify and consider in more detail the dedicated innovative solu-

tions for the formation of personnel security of online entrepreneurship.

Online entrepreneurship usually involves the remote performance of their own duties by the organization's staff. It is worth noting that in the context of ongoing hostilities this is of significance for the personnel resources of Ukraine, since it primarily protects employees and is especially important for those who remained in the country. And for those who left, it is an opportunity to continue working, supporting the country's economy.

For personnel and entrepreneurship of Ukraine from the standpoint of personnel security, there are the advantages and disadvantages of performing their duties remotely as presented in *Tbl. 1* [2; 3; 11; 12].

It is worth noting that online entrepreneurship is sometimes equated with the concept of e-commerce. Online entrepreneurship is a type of business activity that consists of using the Internet and electronic technologies to buy, sell, market, advertise and accomplish other commercial operations, meaning that goods or services are sold and purchased in an online environment, and payment transactions and communication between parties are carried out through the Internet.

The main components of online entrepreneurship may include [8; 12]: creating and managing an electronic store or online store; processing orders and payments; online marketing and advertising, also engaging with customers through a variety of communication channels, such as email, chat rooms, and social media.

In sum, online entrepreneurship is a form of business based on the use of the Internet to carry out trade operations, including the sale of goods and services, making payments, and interacting with customers through electronic communication channels. To date, a list of types of online entrepreneurship by areas of activity has been formed, as shown in *Fig. 1* (developed by the authors on the basis of [8, p. 10–11, as well as by means of the analysis of trends in the development of entrepreneurship in social messengers and on the Internet]).

It has to be emphasized that the State is currently actively implementing changes to the legislation governing the Labor Code (as of January 2024, the update of the Code is under discussion), which is directly related to online entrepreneurship, providing for remote employment and opportunities to work from home. In particular, it is planned to introduce the concept of «home-work», which provides for the possibility of conducting one's activities at home, including entrepreneurial activities. The very consideration of this category at the legislative level, to start with, indicates the urgent need to regulate definitions and to the formation of procedures that significantly regulate the ac-

tivities, so that the related employees will receive the same guarantees as other specialists whose activities are regulated at the legislative level.

It should be noted that physically, ensuring personnel security is becoming a primary factor for Ukraine's entrepreneurship during hostilities, including online. A certain number of entrepreneurs needed to implement innovative solutions for the relocation of domestic enterprises, but at the same time, some other entrepreneurs, unfortunately, had to stop their economic activities. *Fig. 2* presents statistical data on changes in entrepreneurial activity in Ukraine (developed on the base of the data [16]).

Thus, the first innovative solution for Ukrainian entrepreneurs regarding the formation of personnel security, including those who carry out their economic activities online, is to physically move production facilities and change the legal address to safer places away from the territories where hostilities are taking place.

At the same time, a certain number of employees of enterprises moved, not only by changing their place of residence within the country due to the relocation of business, but leaving for another country. It is worth noting that these changes occurred for various reasons, on the one hand, for security reasons, on the other hand, due to the availability of the organization's ability to continue performing official duties by staff remotely, carrying out activities in online mode.

To date, entrepreneurs who are actively implementing innovative solutions approve in internal documents a list of vacancies that have formed the possibility of performing duties remotely. Thus, according to the study [7] more than half of the staff – 61% of respondents have the opportunity to work remotely. 131 HR specialists took part in the carried out survey (37% are department heads, 32% are middle managers, 26% are top management, 5% are junior staff), while 33% of enterprises have no more than 5% of employees, residing abroad. According to the above survey, there have been the following positive changes based on innovative solutions in the field of personnel security:

- ✦ one has begun to pay more attention to employees, their well-being and mental health, which is an advantage for employees and acts as an additional burden on the personnel security system of the enterprise;
- ✦ the restoration of corporate social responsibility of entrepreneurship is underway, including through the creation of charitable foundations to help victims of hostilities, which helps to improve the involvement and loyalty of staff;
- ✦ there has been planning of strategic changes in the development of entrepreneurship and the

Advantages and disadvantages of personnel security for remote performance of duties

Advantages of personnel security for remote performance of duties by staff	
Enterprise	<p>Saving money on renting an office, also on organizing and arranging safe and necessary conditions in the workplace, since there are fewer organizational and legal requirements for online enterprises, thus significantly reducing the financial burden. Saving communal utility costs. Increasing employee degree of satisfaction contributes to increased flexibility, and comfortable working conditions can lead to greater employee satisfaction and increased loyalty to the organization.</p> <p>Reducing the losses due to sickness time, as remote work can have the lower risk of contracting viruses and other diseases, which can lead to the decreased loss of working time because of sick leave.</p> <p>Expansion of the customer base, since modern young people prioritize making purchases in the online environment. Opportunity to earn additional income from affiliate advertising, etc.</p>
Personnel (staff)	<p>Flexibility, as telecommuting allows employees to work from anywhere, which provides them with greater flexibility in choosing their working hours and locations.</p> <p>Saving time and money as result of now unnecessary daily trips to the office, reduced transport costs and spared time for employees, thus helping to free up a certain amount of time for planning or implementing other opportunities.</p> <p>Increased productivity, as most staff working in a comfortable environment significantly increases productivity and attentiveness</p>
Disadvantages of remote performance of duties by staff, regarding the personnel security	
Enterprise	<p>Complication of the organizational process of monitoring and evaluating the quality of personnel performance.</p> <p>Lack of personal contact in communication with colleagues, which can hypothetically lead to a sense of alienation with colleagues, which can affect team spirit and cooperation. Increased risk of preservation of confidentiality, as there are new risks associated with the securing of business data, as remote work can create additional risks of leakage of confidential information due to less effective control of access to data and devices.</p> <p>Risk of communication failures, as the presence of certain technical problems with the Internet or computer can lead to interruptions in work and loss of productivity</p>
Personnel (staff)	<p>Reconfiguring the forms of organization of the process of discussing work issues with colleagues, which, as an innovation, usually meets with some resistance and rejection of advantages and opportunities, forming delays in the process of managerial decisions.</p> <p>The emergence of risks associated with the responsibility for the safety of personal data and information regarding activities of the enterprise.</p> <p>Stress and burnout (because not all employees can effectively manage the work schedule in a remote work environment, which can lead to stress and burnout).</p> <p>The worsened communication as such leads to reduced face-to-face contact, so it becomes more difficult to communicate and transfer information between team members</p>

development of new directions and access to new markets, new customers have appeared and sales have increased, cooperation with higher education institutions has expanded;

- ✦ resistance to black-outs is established and the provision of the opportunity to organize uninterrupted activities in the office has begun to increase;
- ✦ electronic document management has appeared at the enterprise and the creation of a more extensive system of this management has begun.

Emerged at the end of the twentieth century and in the early XXI century occupying key positions in the United States is a new type of corporation, called «cre-

ative», where employees are engaged in intellectual activities. Their staff has more freedom of decision-making than in a conventional hierarchical corporation. Many of these corporations are founded by innovative entrepreneurs who have been backed by venture capital. At the present stage, 15 of the 20 richest people in the United States are the owners of such companies. Among them: Microsoft founder B. Gates, who owns 21% of the company's shares, the market value of which is estimated at \$82 billion; S. Case, who owns a significant stake in America-Online for \$27 billion. Regarding the domestic online entrepreneurs, they have just entered their path of creativity manifestation, since the online entrepreneurship market is actively forming in

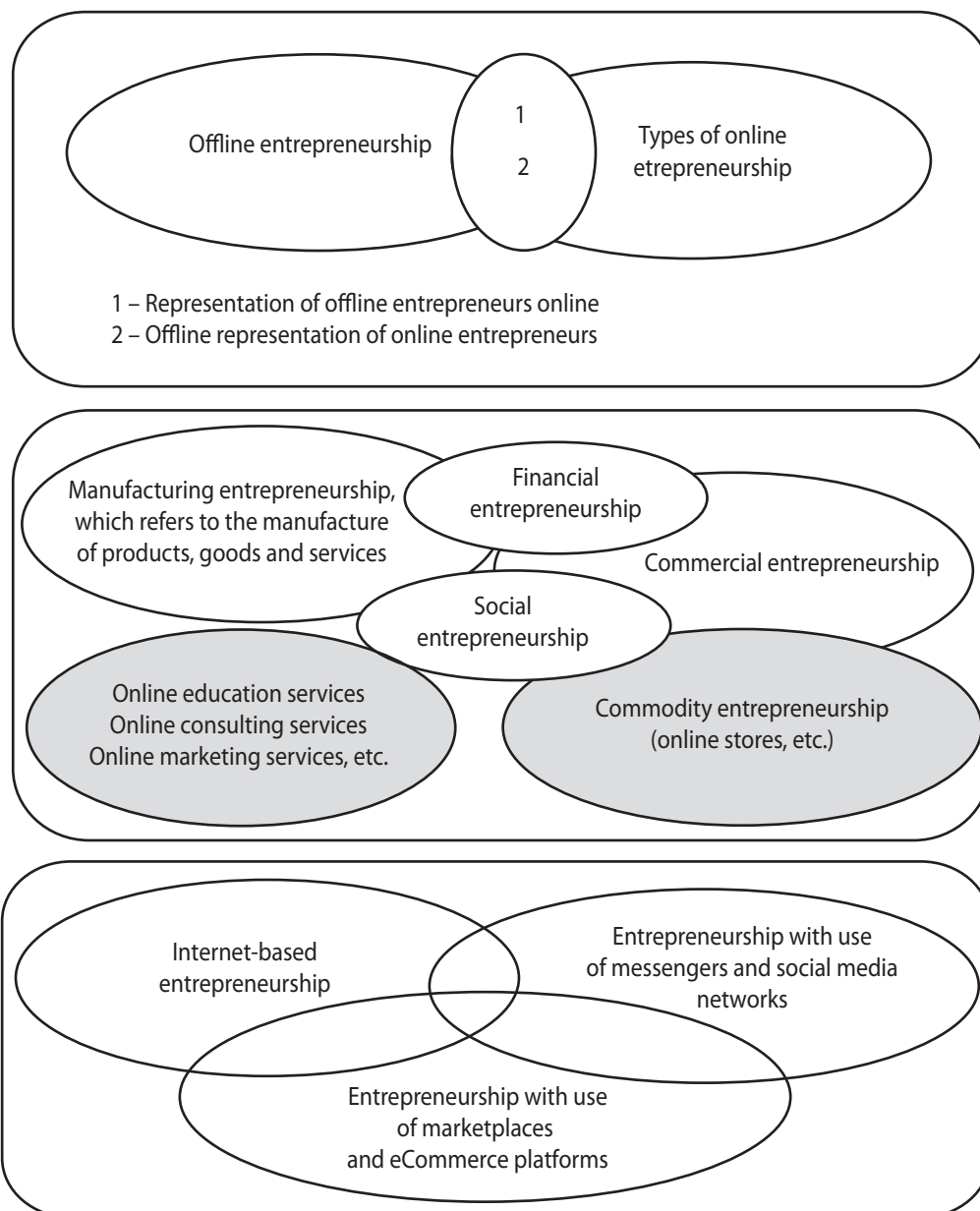


Fig. 1. List of types of online entrepreneurship according to classification criteria

extremely difficult conditions of ongoing hostilities, while simultaneously solving a large number of tasks, including those related to personnel security.

Online entrepreneurs are running various risks associated with both the business processes themselves and personnel security [5, 6]. Online retail shops and other similar platforms are at risk of cyberattacks that can lead to the loss of confidential customer information or financial data. Insufficient cybersecurity can also lead to a loss of customer trust and negatively affect the reputation of the enterprise.

Businesses, operating online, face the risk of technology addiction, as even a small disruption to an internet site or e-commerce system can lead to significant financial and customer losses. Moreover, dependence on digital technologies can complicate the

processes of recovering from technical failures or cyberattacks.

Finally, personnel security is also an important aspect for online businesses. The shift to remote work can create new challenges, such as increased risk of sensitive information leakage, reduced communication and interaction between employees, and increased opportunities for internal cyberespionage or fraud. Addressing these challenges requires implementing effective cybersecurity strategies and raising staff awareness of these issues.

It is predicted that Ukraine should be a leader in global trends in artificial intelligence, since artificial intelligence in our country is already actively used in various directions [14]. The introduction of AI regu-

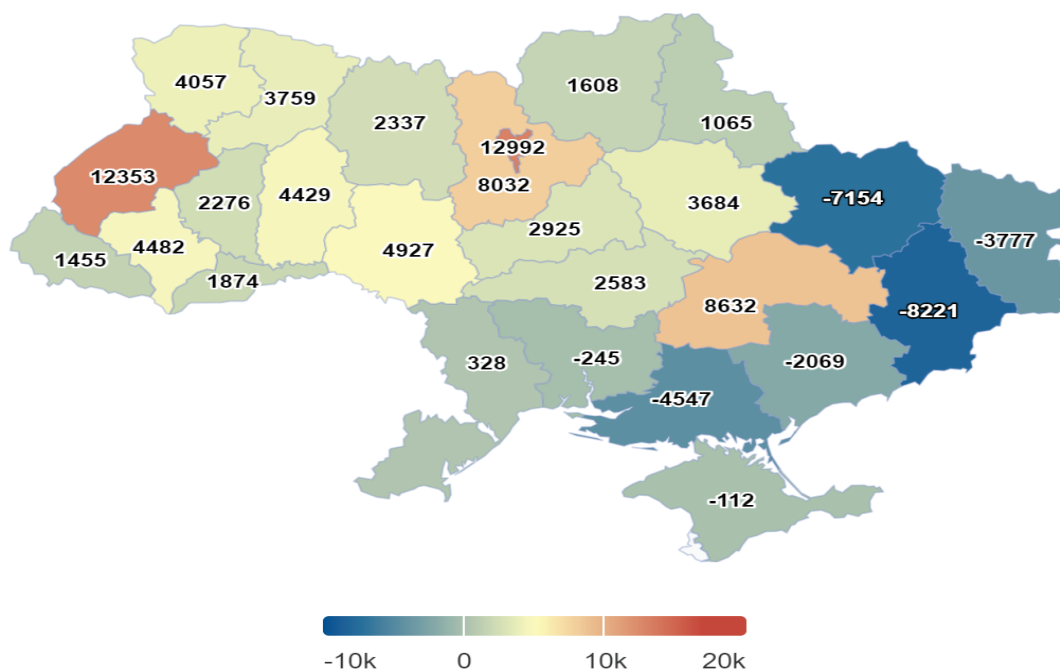


Fig. 2. Change in the number of sole proprietors in the regions of Ukraine for the period April 2022 – August 2023

lation is based on a bottom-up approach that leads from less to more. First, organizations are given the tools to prepare for future needs, and then legislative regulation will be implemented in accordance with the forecasts. Such an approach will make it possible to take into account the interests of all key participants and find a balance between the interests of business and the protection of citizens' rights [15, p. 13]. It is worth noting that artificial intelligence (AI) is actively becoming an increasingly important tool for ensuring personnel security in online entrepreneurship. AI can be used to analyze data on user and staff behavior, to identify unusual patterns or activity that may indicate possible security threats. For example, AI analytics can be used to detect unauthorized access attempts or anomalous activity on user accounts.

The use of AI can also make it easier to detect and respond to cyberattacks. Machine learning algorithms can analyze large amounts of data to detect attacks or potentially harmful activity, allowing businesses to respond faster and more efficiently.

However, the use of AI in personnel security also brings its own challenges. For example, there is a risk of underprocessing data or errors in decisions made by AI systems, which can lead to incorrect conclusions or misinterpretation of data. Additionally, it is important to consider the ethical aspects of using AI in personnel security, such as maintaining data privacy and avoiding discrimination based on algorithms. Therefore, the effective use of AI in personnel security requires careful planning, implementation of appropriate strategies, and ongoing monitoring.

CONCLUSIONS

It is innovative solutions for the formation of personnel security of online entrepreneurship, formed on a preventive basis, that will allow management not only to avoid a list of risks, but also to form potential signs that will lead the organization to success.

Thus, innovative personnel security solutions on issues related to ensuring physical safety, mental and emotional state in order to preserve the mental health of personnel are becoming relevant for online entrepreneurship, which during the wartime becomes a significant feature of personnel security for prompt rational and effective decision-making by employees. Such entrepreneurs' decisions as creating opportunities for staff communication with a psychologist, or to gather hobby groups outside of business activities are regarded as innovative.

Various other innovative solutions for the formation of personnel security in online entrepreneurship reflect current trends and market requirements aimed at ensuring the efficiency and stability of activities [4; 9; 10]. Firstly, the development and introduction of digital personnel management systems allows you to effectively monitor work processes, providing control over access to confidential information and increasing the level of cybersecurity. Secondly, the use of artificial intelligence and data analysis makes it possible to predict risks in the field of personnel relations, identify possible threats and take timely measures to prevent them. This helps to avoid unforeseen situations and ensure the stable operation of the enterprise in the online environment. Thirdly, the provision of special-

ized online courses and training on cybersecurity and remote work for staff is a key element of ensuring personnel security. This allows you to improve the skills of employees in the digital sphere and reduce the likelihood of cybersecurity incidents that can threaten the stability and reputation of the enterprise. ■

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