

МЕНЕДЖМЕНТ

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FORMATION OF A SAFETY-ORIENTED HR-MANAGEMENT SYSTEM IN THE CONTEXT OF IMPROVING THE COMPANY'S PSYCHOLOGICAL SAFETY

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Abstract. *The aim of the article.* The primary aim of this article is to explore and establish a comprehensive framework for a safety-oriented personnel management system that enhances the psychological safety of employees within an organization. **Methods of Research.** Literature review (conduct a comprehensive review of existing literature on psychological safety, personnel management systems, and related fields to identify key concepts, theories, and best practices), surveys and questionnaires (develop and distribute surveys and questionnaires to employees and managers to gather data on current practices, perceptions of psychological safety, and areas for improvement), Interviews (conduct in-depth interviews with key stakeholders, including HR professionals, managers, and employees, to gain qualitative insights into the challenges and opportunities related to psychological safety), case studies (analyze case studies of organizations that have successfully implemented safety-oriented personnel management systems to identify effective strategies and lessons learned). **The results of the study.** The study identified key components that constitute a safety-oriented personnel management system and formulated effective strategies and interventions to foster a psychologically safe work environment. Metrics and methods were developed to assess the impact of this system on employee well-being, engagement, and overall organizational performance. **The practical significance.** The practical significance of this article lies in providing organizations with actionable recommendations to enhance psychological safety through improved personnel management practices. Implementing these recommendations can help create a supportive and safe work environment, benefiting both employees and the organization as a whole.

Keywords: safety, psychological safety, personnel management, safety-oriented system, employee well-being, organizational culture, employee engagement, safety-oriented management.

General statement of the problem and its connection with the most important scientific or practical tasks. The modern workplace is increasingly recognizing the importance of psychological safety as a critical component of overall employee well-being and organizational effectiveness. Psychological safety refers to the belief that one can speak up, express concerns, and take risks without fear of negative consequences to self-image, status, or career. Despite its importance, many organizations struggle to create and maintain

environments where psychological safety is prioritized. This gap often leads to decreased employee engagement, innovation, and productivity, as well as increased turnover and absenteeism.

Connection with Key Scientific or Practical Tasks:
Enhancing employee well-being. Research has shown that psychological safety is closely linked to employee well-being. By fostering a safety-oriented personnel management system, organizations can improve mental health outcomes, reduce stress, and enhance overall job satisfaction.

Promoting open communication. A key aspect of psychological safety is the ability to communicate openly without fear of retribution. This is essential for identifying and addressing issues promptly, fostering a culture of transparency, and encouraging constructive feedback.

Driving innovation. Psychological safety is a critical driver of innovation. When employees feel safe to share ideas and take risks, they are more likely to contribute to creative solutions and innovative processes that can propel the organization forward.

Improving Team Dynamics. Teams that operate in psychologically safe environments tend to have better collaboration, trust, and cohesion. This leads to more effective teamwork and higher performance levels.

Reducing turnover and absenteeism. Organizations that prioritize psychological safety are likely to see lower rates of employee turnover and absenteeism. Employees are more likely to stay with an organization where they feel valued and safe.

Enhancing leadership effectiveness. Leaders play a crucial role in establishing and maintaining psychological safety. Training leaders to recognize and promote psychological safety can lead to more effective and empathetic leadership practices.

Compliance with regulations. In some regions, there are legal requirements related to workplace safety and mental health. Implementing a safety-oriented personnel management system can help organizations comply with these regulations and avoid potential legal issues.

Building a positive organizational culture. Psychological safety contributes to a positive organizational culture where employees feel respected, valued, and motivated. This can enhance the overall reputation of the organization and attract top talent.

By addressing these key scientific and practical tasks, organizations can create a more supportive and productive work environment that benefits both employees and the organization as a whole.

Analysis of recent research and publications.

The genesis of the concept of “security” has undergone a long evolutionary path from the first attempts to explain nature to overcoming global problems that arose after the First and Second World Wars. A Europe filled with a sense of security was confident in the impossibility of war on its continent in modern times, but the occupation of Crimea and the full-scale invasion of Ukraine by Russia in 2022 necessitated the development of new security principles at all levels: international, national, and business environments.

In recent years, many scholars have researched “security,” “personnel security,” and “safety-oriented management.” Among the most interesting studies are the following: Kushnir O., Zawada O., Sazonova T., Svider O., Baula O., & Kolomiets B. in their article [1], they examined the modeling of organizational and

managerial security of financial and personnel support for an innovative agricultural enterprise. The study emphasizes the importance of integrating financial and personnel security to ensure the sustainability and innovative development of agricultural enterprises. Wæver O. In 2007, he researched the concepts of securitization and desecuritization, which are key to understanding international security. The author analyzes how certain issues become security objects and how they can be desecuritized [2]. Kukułka J. in his article [3], he examines new conditions and dimensions of international security, particularly in the context of Poland. The author analyzes how changes in the international environment affect the security of states. Lozova O., Kuzhel N., Kuzhel O. in their article [4], they discuss the management of strategic changes in enterprises in the context of the long-term development of domestic companies during and after the war. The study emphasizes the importance of adapting management strategies to ensure the resilience of enterprises in crisis conditions. Matyukh S., Korbut S., Aleksiienko O., & Dovga A. In their article [5], they discuss the theoretical aspects of forming personnel security in industrial enterprises. The authors analyze how ensuring personnel security contributes to the resilience and efficiency of enterprises. Zubko T. In her monograph [6], she examines the challenges of economic security for enterprises in the 21st century. The author analyzes modern threats and proposes strategies to ensure the economic security of enterprises. Economic Security of the Enterprise. In the textbook [7], the main aspects of economic security of the enterprise are considered, including financial, personnel, and information security. The authors emphasize the importance of a comprehensive approach to ensuring security. Sytnyk H., Orel M. H. In their textbook [8], they discuss national security in the context of Ukraine’s European integration. The authors analyze how integration into the EU affects Ukraine’s national security. Melnyk S. In her monograph [9], she examines the theoretical, methodological, and practical aspects of managing the financial security of enterprises. The author analyzes how ensuring financial security contributes to the resilience and development of enterprises.

Despite numerous studies on safety-oriented management, including personnel security, the uncertain and risky external environment of Ukrainian business necessitates new approaches and mechanisms in these areas.

Formation of the objectives of the article (task statement). The primary objective of this article is to explore and establish a comprehensive framework for a safety-oriented personnel management system that enhances the psychological safety of employees within an organization.

Presentation of the main research material with full justification of the scientific results obtained.

Presentation of the main research material with full justification of the scientific results obtained. One of the elements of the company's safety-oriented management that experts believe needs improvement is the psychological safety of personnel. This is due to the fact that in Ukraine, especially in the context of military conflicts, employee safety becomes a critically important issue. Current threats, such as military actions, terrorist acts, or even an unstable economic situation, require enterprises to implement effective security measures to protect their employees and assets.

In such conditions, the risk to the personal safety of employees, as well as their psycho-emotional state, increases. The development and implementation of safety-oriented methods help to reduce these risks and create safer working conditions.

In the context of competition for qualified personnel, enterprises must offer not only acceptable wages but also a safe and comfortable environment. Employees are more likely to stay with companies that provide them with safety and support.

Security incidents can significantly impact the company's reputation. Implementing a safety-oriented management system helps prevent such incidents and ensures a positive image among clients, partners, and investors.

Laws and regulations in Ukraine governing labor protection and workplace safety require employers to adhere to certain standards. Safety-oriented personnel management helps companies meet these requirements and avoid legal penalties.

Today, many enterprises are implementing the latest technologies to enhance safety (video surveillance, access control systems, cybersecurity solutions). This requires training personnel, including methods of safety-oriented management.

In conditions of increased stress caused by war and economic instability, it is important to maintain the psychological safety of employees. Psychological support programs and stress management training become an integral part of effective safety strategies.

Safety-oriented management methods allow enterprises to plan and act in stressful situations, thus ensuring business resilience in conditions of uncertainty.

Overall, safety-oriented personnel management in Ukraine is an important component of strategic enterprise management, allowing the protection of resources, ensuring employee safety, and responding to modern challenges. For example, for LLC "Nova Poshta" as a large company engaged in logistics and delivery, it is important to implement safety-oriented personnel management methods. Here are some recommendations that may be useful:

1. Risk assessment and safety audit. Conduct regular safety audits to identify potential threats related to employee activities. This may include

analyzing past incidents as well as assessing the physical and psychological environment.

2. Continuous Personnel Training. Organize training programs for employees on safety topics – both physical (e.g., preventing theft or incidents on sites) and cybersecurity. Provide information on new changes in security policies and rules regarding the use of new technologies.

3. Psychological Support. Implement psychological support programs for employees, including stress management and conflict resolution training. This can help reduce risks associated with employees' psycho-emotional state.

4. Safety Policies and Protocols. Develop clear policies and protocols regulating safety issues, including procedures for identifying and responding to incidents. This should be documented so that every employee knows their responsibilities.

5. Anonymous Reporting Channels. Implement anonymous channels for reporting safety violations or suspicious behavior. This can encourage employees to be more responsible for workplace safety.

6. Monitoring and Control. Use video surveillance and access control systems to protect physical assets and personnel safety. It is also important to monitor access to critical data and information systems.

7. Stress Management Program. Implement programs that promote stress management, as logistics workers may face high levels of stress due to delivery deadlines and physical demands.

8. Team Training. Organize team training and exercises to enhance safety culture and interaction among employees. This will not only improve teamwork but also help employees feel more responsible for each other's safety.

9. Interaction with Local Authorities. Establish cooperation with local law enforcement agencies to jointly ensure safety at company facilities and in the service area.

10. Pre-Employment personnel assessment. Conduct thorough candidate selection for employment, including checking their references and previous experience, to avoid hiring individuals who may pose a security threat.

Implementing these methods will help LLC "Nova Poshta" ensure a higher level of safety for its employees and clients, creating a healthy and productive work environment.

Additionally, the analysis of factors affecting the personnel of LLC "Nova Poshta" during wartime has allowed us to develop a number of recommendations for practical use in daily team management. After February 24, 2022, the needs of personnel at every enterprise have significantly changed: the focus has shifted to the safety and health of people. When there is a threat to life, work takes a back seat. Only after the relative stabilization of the situation in the country did people begin to return to their workplaces, as

work allows them to somewhat distract from anxious news and thoughts. For those employees who are in safe conditions, stability is of great importance. If in peacetime employees prioritized career growth, today having a job is the greatest blessing, as it primarily provides the opportunity to financially support their family. A separate cohort of people has changed their field of activity to volunteering. This fact allows them to feel involved in bringing victory closer.

We have studied the requests that HR faces during wartime, including at LLC “Nova Poshta”. Thus, the primary task of the manager is to carry out a number of measures to adapt employees to work during the war.

1. Firstly, the manager should constantly demonstrate their humanity and show more empathy towards colleagues. Usually, the ability to listen is better than searching for any other methods of interaction.

2. Secondly, it is advisable to develop instructions on actions in the event of any critical situations and air raids. Personnel, having a clearly developed plan in advance, feel more confident and protected.

3. Thirdly, it is appropriate to review the workload of employees. Stress affects the team differently, but for most people, work efficiency decreases. The emotional state of an employee is the key to their productivity.

4. Fourthly, it is necessary to check the strategy of interaction within the team and work with personnel. The situation in the country is unstable, and people are surrounded by alarming news every day. Each employee is an individual, so people’s reactions to the same event can vary significantly. To strengthen the civic position of employees, it would be beneficial to hold a series of events involving employees in support of the Armed Forces of Ukraine.

5. It has been proven that events with a small entertainment component yield good results. Such methods include flash mobs, raffles, and auctions. All funds are directed to support the Armed Forces of Ukraine.

In the context of a full-scale war in Ukraine, there is often a question of whether it is appropriate to entertain the team. “People who are responsible for people”, that is, managers and HR leaders, must show their subordinates that life goes on. It is impossible to remain in a state of tension all the time; it is necessary to reboot to gain positive emotions. Managers should demonstrate this position by organizing joint activities with their team. These can be board games, sports events, master classes, and more.

Team building is particularly popular and effective. Team building is a short (from 2 hours to 3 days) event aimed at improving teamwork: corporate programs, rope courses, corporate holidays, corporate volunteering, and corporate charity. The result of joint activities with the team will inevitably

be a reboot of the staff, increased motivation to work, and improved productivity and efficiency. Informal communication among employees will improve their mood and emotional state.

Every HR manager should constantly strive to improve the corporate life of the team. After all, the main component of any business activity is people. Their resourcefulness is the foundation of effective teamwork. Coordinated work and a favorable climate in the team are the keys to good work results and the overall reputation of the enterprise.

6. It has been proven that events with a small entertainment component yield good results. Such methods include flash mobs, raffles, and auctions. All funds are directed to support the Armed Forces of Ukraine. In the context of a full-scale war in Ukraine, there is often a question of whether it is appropriate to entertain the team now. “People who are responsible for people”, that is, managers and HR leaders, must show subordinates that life goes on, and it is impossible to stay in a state of tension all the time; it is necessary to reboot to gain positive emotions.

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8. The result of joint activities with the team will inevitably be a reboot of the staff, increased motivation to work, and improved productivity and efficiency. Informal communication among employees will improve the mood and emotional state of the workers. Every HR manager should constantly strive to improve the corporate life of the team. After all, the main component of any business activity is people. Their resourcefulness is the foundation of effective teamwork. Coordinated work and a favorable climate in the team are the keys to good work results and the company’s overall reputation.

In addition, it should be taken into account that safety-oriented personnel management includes specific methods aimed at increasing safety levels and reducing risks associated with the human factor. Here are some methods we propose for use in the activities of LLC “Nova Poshta” (Table 1).

These specific methods allow for the creation of a safer environment for employees and the company as a whole, and significantly increase employees’ awareness of the importance of safety.

Finally, it is worth noting that the implementation of innovative safety-oriented personnel management methods can also significantly enhance the level of safety at LLC “Nova Poshta”. Here are some modern approaches that may be useful:

Table 1

Specific Methods of Safety-Oriented Personnel Management LLC “Nova Poshta”

Method	Essence
Personnel Safety Audit	Conducting regular analysis of personnel data to identify potential risks, such as frequent changes in staff composition or inspection results indicating employee dishonesty.
Safety-Oriented Training	Specialized training programs that focus on workplace safety issues. This may include emergency situation simulations (e.g., evacuation) and conflict prevention training.
Monitoring and Analysis of Employee Behavior	Using monitoring systems (e.g., surveillance cameras or access data monitoring) to assess employee behavior in critical situations or high-risk areas.
Scenario Planning Systems	Development of scenarios for managing potential incidents that may threaten safety (e.g., theft, vandalism, internal conflicts). This includes defining the roles and responsibilities of each employee during such situations.
Anonymous Incident Reporting	Creating anonymous channels for reporting incidents or suspicious behavior. This can encourage employees to report risks without fear of colleagues or management.
Psychological Assessment	Regular assessment of the psychological state of employees, especially those in responsible positions or working in stressful conditions. This may include testing for stress levels, conflict potential, or emotional stability.
Enhanced Cooperation with Law Enforcement Agencies	Establishing partnerships with local law enforcement agencies for information exchange and joint work on security issues.
Incident Analysis and Corrective Actions	Conducting investigations of all security breaches to understand their causes and take measures to prevent similar incidents in the future.
Individual Career Development Plans	Development of personalized plans for employees in critical positions through enhanced training and development support to reduce risks associated with insufficient preparedness.
Technological Solutions for Cybersecurity	Implementation of Information Protection Tools (Data Encryption, Two-Factor Authentication) and Training Staff on Cyber Hygiene Basics

Source: developed by the author

1. Data Analysis and Analytics:

Application. Using analytical technologies such as big data and artificial intelligence (AI) to analyze employee behavior, work patterns, and potential threats. This may include analyzing incident history to identify trends and prevent repeated attempts at fraud or violations.

Tools. BI systems like Tableau, Power BI, and AI-based solutions (e.g., IBM Watson).

2. Integration of IoT (Internet of Things):

Application. Using sensors in warehouses and vehicles to monitor conditions (temperature, humidity) and security (access to facilities). For example, smart sensors can automatically alert about unauthorized entry attempts or unauthorized movement of goods.

Tools. IoT platforms based on Cisco IoT, AWS IoT, and proprietary developments.

3. Mobile Security Applications:

Application. Creating a mobile application that provides employees with an easy way to report emergencies and access safety recommendations. The app may include interactive maps showing safe exit routes and instructions on how to act in various situations.

Features. SOS button, notifications about proposals, and analysis of nearby facilities (cafes, medical points, etc.).

4. Virtual Reality (VR) for Training:

Application. Using VR to create simulations of various safety-related scenarios. For example,

employees can undergo training for fire response or other emergencies, allowing them to practice their actions in a safe environment.

Advantages. High training efficiency, as participants can practically work through situations and receive real-time feedback.

5. Blockchain for Data Management:

Application. Using blockchain technology to store and process employee data, avoiding document falsification (e.g., recommendations) and ensuring transparency in data management.

Advantages. Guaranteed data integrity, preventing unauthorized changes and maintaining transparency in all management processes.

6. Contactless Access Technologies:

Application. Implementing RFID, biometric scanners (fingerprints, facial recognition), and NFC technologies to control access to warehouse premises and offices. These technologies can automatically identify employees and track their movements within the enterprise.

Advantages. Increased security and reduced risks associated with the loss of keys or cards.

7. Automation Technologies:

Application. Using robotic systems or drones for territory inspection. For example, drones can conduct regular patrols and transmit real-time data on security status.

Advantages. Reduced load on security personnel, more accurate monitoring, and faster response to incidents.

8. Use of Drones:

Application. Drones can be used for monitoring external areas, overseeing deliveries and transfers, and assessing the physical condition of warehouse buildings.

Features. Video cameras for recording and transmitting real-time data, including night vision functionality, which increases security during night shifts.

9. Cybersecurity:

Application. Implementing protection systems to prevent cyberattacks: data encryption, regular vulnerability checks, and training staff on cybersecurity basics.

Tools. Security Information and Event Management (SIEM) systems, firewalls, antivirus programs, and employee training through online security courses.

10. Adaptive Access Control Technologies:

Application. Using geolocation technologies for automatic control of employee entry and exit at the workplace, depending on their location and work status (e.g., remote work or absence).

Advantages. Reducing the risk of unauthorized access and improving control over employee presence.

Conclusions from these problems and prospects for further research in this area. Thus, the article explores personnel management in the

context of war. It is substantiated that employees at the enterprise experience the critical period in our country differently since the full-scale invasion by Russia. It has been found that the greatest challenge for a modern manager is the need to “cope not only with oneself” but also to support and organize the team at a proper level. During wartime, a lot of expectations are placed on the manager, as people expect leadership actions from their leader. Such steps must be confident, convincing, and meaningful.

It has been revealed that by communicating with employees, the manager, through caring for the team, better understands themselves. Personnel management requires not only monitoring the situation but also making effective decisions and taking a convincing position. In today’s conditions, the actions of leaders demonstrate much more than words.

It has been proven that the efficiency of work in a team is directly proportional to the emotional state of the employees. Employees must feel needed.

It is substantiated that the resourcefulness of employees, their coordinated work, and a favorable climate in the team are the keys to good work results and the overall reputation of the enterprise. A number of safety-oriented personnel management methods for LLC “Nova Poshta” have been proposed, including specific and innovative ones.

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Коломієць Б.С., Ястреба В.В., Перебийніс В.І., Єжелій Ю. О., Полтавський університет економіки і торгівлі. Формування системи управління персоналом, орієнтованої на безпеку, в контексті підвищення психологічної безпеки компанії.

Анотація. Метою статті є дослідження та створення комплексної системи управління персоналом, орієнтованої на безпеку, яка підвищує психологічну безпеку працівників в організації. **Результати дослідження.** Дослідження виявило ключові компоненти, що складають систему управління персоналом, орієнтовану на безпеку, а також визначило ефективні стратегії та інтервенції для сприяння психологічно безпечному робочому середовищу. Було розроблено метрики та методи для оцінки впливу цієї системи на благополуччя працівників, їх залученість та загальну ефективність організації. **Практичне значення.** Практичне значення цієї статті полягає в наданні організаціям практичних рекомендацій для підвищення психологічної безпеки через покращення практик управління персоналом. Впровадження цих рекомендацій може сприяти створенню підтримуючого та безпечного робочого середовища, що приносить користь як працівникам, так і організації в цілому.

Ключові слова: безпека, психологічна безпека, управління персоналом, система орієнтована на безпеку, благополуччя працівників, організаційна культура, залученість працівників, безпекоорієнтований менеджмент.